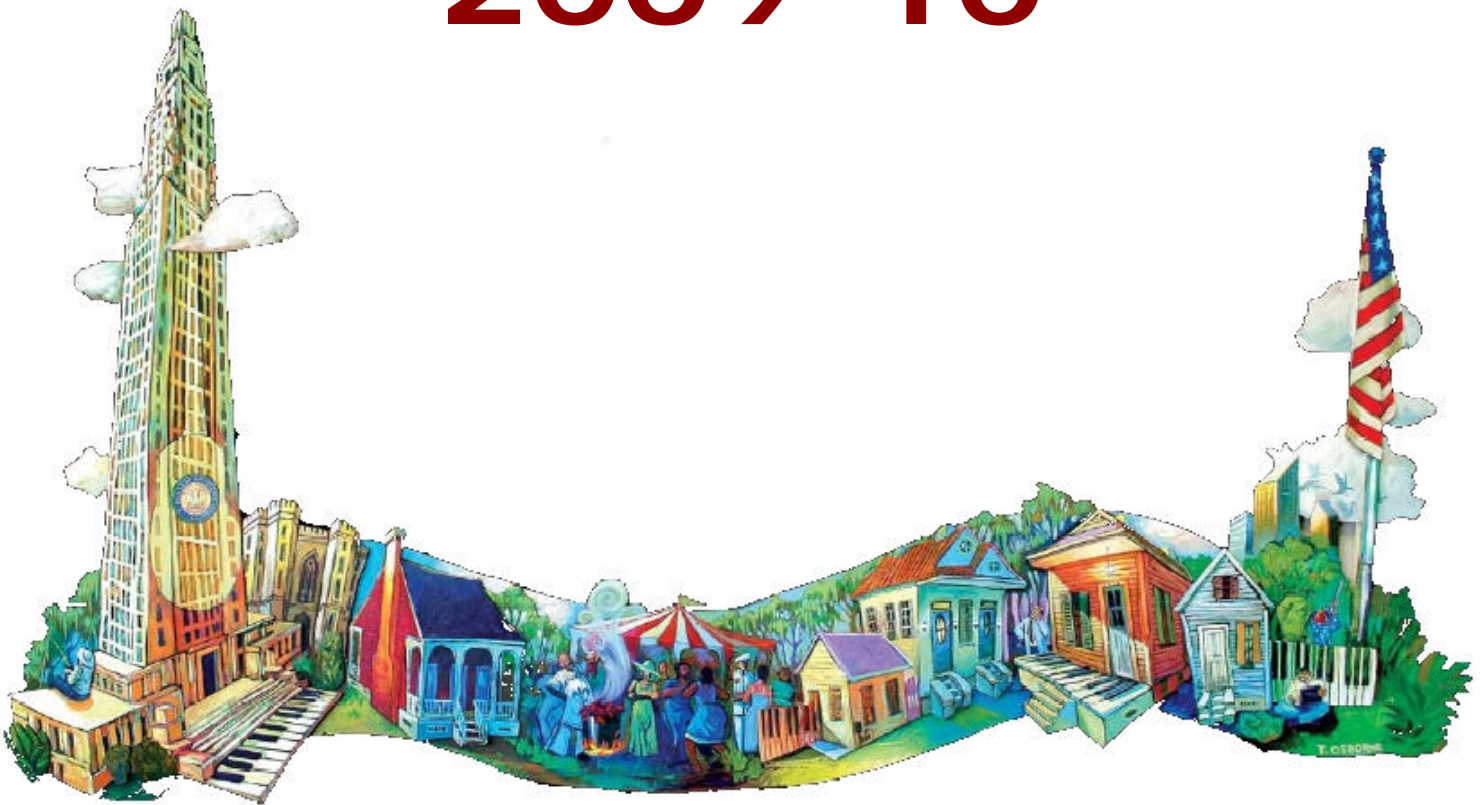


# STRATEGIC PLAN 2005-06 through 2009-10





**Office of the Lieutenant Governor  
and the  
Department of Culture, Recreation and Tourism  
Strategic Plan 2005-06 through 2009-10**

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**Introduction**

Letter from Lieutenant Governor Mitch Landrieu  
and Department Secretary Angèle Davis

**Office of the Lieutenant Governor**  
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Vision, Mission and Goals

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**Office of Tourism**  
Strategic Plan  
Performance Indicator Documentation



MITCHELL J. LANDRIEU  
LIEUTENANT GOVERNOR

**State of Louisiana**  
OFFICE OF THE LIEUTENANT GOVERNOR

POST OFFICE BOX 44243  
BATON ROUGE, 70804-4243

September 30, 2004

**A ROADMAP FOR CHANGE**

Over the last nine months we have worked hard to develop a new strategic vision for the Office of the Lieutenant Governor and the Department of Culture, Recreation and Tourism.

We traveled across the state to gather ideas and suggestions from stakeholders of the five agencies of the Department of Culture, Recreation and Tourism. We visited with business leaders, tourism professionals, arts leaders, our museum community, and parks and libraries patrons. We did this because we strongly believe in an open government, one that is responsive and accountable to the people it serves.

The feedback we received was that we could do more. From all of this information we created the document, *Roadmap for Change*, which will be the basis for the Strategic Plan for the Office of the Lieutenant Governor and Department of Culture, Recreation and Tourism. As with all strategic planning, this is a work in progress. Therefore, the Strategic Plan submitted herein represents the first phase of development in the strategic planning process. As we continue to develop this product we will keep you informed of our progress.

Our goal is for the Department of Culture, Recreation and Tourism to work together to explore opportunities to partner with others to leverage all of the resources and assets that are part of each of our offices and commissions so we can further develop and promote Louisiana as a great place to live, work and play.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Landrieu".

Mitchell J. Landrieu  
Lieutenant Governor

A handwritten signature in black ink, appearing to read "Angèle Davis".

Angèle Davis  
Secretary Department of Culture Recreation and Tourism

# **I. Office of the Lieutenant Governor**

## **Agency Number 06-146**

**Fiscal Year 2005-2006 through 2009-2010**

### **Agency Vision Statement**

We will re-image Louisiana as a leader of the New South. We will create economic growth by showing that Louisiana is not just a great place to visit, but also to live, work and play.

### **Agency Philosophy Statement**

Through collaborations and partnerships, Louisiana will lead the New South in celebrating diversity and creating avenues of prosperity through the support, creation and promotion of Louisiana's unique assets.

### **Agency Mission Statement**

The Office of the Lieutenant Governor serves all citizens through activities that:

1. prepare the Lieutenant Governor to serve as Governor in the event of a vacancy in the Office of the Governor or the inability of the Governor to act as such;
2. focus and prioritize the efforts of the Department of Culture, Recreation and Tourism;
3. promote development of Louisiana as a retirement destination; and
4. promote civic participation and community activism through programs funded and supported by Louisiana Serve Commission.

### **Agency Goals**

1. By maintaining a working knowledge of state issues, the Lieutenant Governor will be prepared to serve as Governor when necessary.
2. Under the direction of the Louisiana Retirement Development Commission, the Office of the Lieutenant Governor will develop and implement a retirement program that will assist Louisiana communities in attracting and retaining retirees, thereby increasing the economic impact of the seniors industry.
3. Through the effective and efficient administration of a program of grants, the Office of the Lieutenant Governor will significantly increase communities' ability to address critical needs and substantially enhance service learning opportunities among young people.

## **Program A. Administration**

### **Program Mission Statement**

The mission of the Administration Program in the Office of the Lieutenant Governor is:

1. To participate in executive department activities designed to prepare the Lieutenant Governor to serve as Governor;
2. To serve as Commissioner of the Department of Culture, Recreation and Tourism; and
3. To develop and implement a retirement program that will result in retaining and attracting retirees to Louisiana.

### **Program Goal**

Under the direction of the Louisiana Retirement Development Commission, the Office of the Lieutenant Governor will develop and implement a retirement program that will assist Louisiana communities in retaining and attracting retirees, thereby increasing the economic impact of the seniors industry.

### **Program Objectives**

**Objective 1** The Office of the Lieutenant Governor, through the Retirement Development Commission, will provide assistance to a minimum of 20 communities in becoming retirement-ready by 2010.

**Objective 2** By 2010, the Office of the Lieutenant Governor, through the Retirement Development Commission, will increase the economic impact of the seniors industry in Louisiana by reducing the number of retirees leaving the state and by attracting an increased number of retirees from other states to Louisiana.

**Objective 1    The Office of the Lieutenant Governor, through the Retirement Development Commission, will provide assistance to a minimum of 20 communities in becoming retirement-ready by 2010.**

**Strategies**

- 1.1**    Continue the financial assistance or “mini-grant” program to aid eligible communities in their efforts to develop and market themselves as retirement-ready.
- 1.2**    Provide technical assistance to communities and developers.
- 1.3**    Foster partnerships to educate, promote and cultivate the seniors industry in Louisiana.
- 1.4**    Develop and support policies that will benefit seniors in Louisiana.

**Indicators**

- Input**            Number of communities requesting financial assistance to become retirement-ready.
- Output**          Number of communities provided financial assistance in becoming retirement-ready.

**Objective 2 By 2010, the Office of the Lieutenant Governor, through the Retirement Development Commission, will increase the economic impact of the seniors industry in Louisiana by reducing the number of retirees leaving the state and by attracting an increased number of retirees from other states to Louisiana. \***

### **Strategies**

- 2.1** Develop better systems to track retirees in Louisiana including in- and out-migration patterns.
- 2.2** Establish methodology to measure the economic impact of retirees' spending and jobs created (construction & permanent).
- 2.3** Create partnerships with the military to encourage retirement near existing bases.
- 2.4** Create partnerships with private companies to market retirement to current Louisiana residents through their employers.
- 2.5** Establish partnerships with agencies and commissions within the Department of Culture, Recreation and Tourism, as well as other agencies in state government, to encourage retirement in Louisiana to the state's own workforce.
- 2.6** Research and learn best practices and models from around the nation
- 2.7** Recommend and support policies that will benefit seniors in Louisiana.

### **Indicators**

<b>Input</b>	Baseline number of retirees leaving Louisiana annually. Baseline number of retirees moving into Louisiana from other states annually.
<b>Output</b>	Baseline economic impact of seniors industry in Louisiana. Number of retirees leaving Louisiana annually. Number of retirees moving into Louisiana from other states annually. Annual economic impact of seniors industry in Louisiana.
<b>Outcome</b>	Annual decrease in number of retirees leaving Louisiana. Annual increase in retirees moving into Louisiana from other states. Annual increase in the economic impact of the seniors industry in Louisiana.
<b>Efficiency</b>	Percentage decrease in number of retirees leaving Louisiana. Percentage increase in retirees moving into Louisiana from other states. Percentage increase in the economic impact of the seniors industry in Louisiana.

## Administration Program Supporting Documentation

### **A. Statement explaining the rationale/appropriateness of the performance indicators**

One of the major initiatives of the Office of the Lieutenant Governor is to develop and implement a retirement program that will place Louisiana among the premier retirement states in America.

Current practices and systems to track movement of retirees in and out of Louisiana and to measure programmatic efficiencies are under review by the new administration. Until the review is completed and further recommendations can be made, the performance indicators included in this plan will measure the number of communities requesting assistance in becoming “retirement ready” and the number of those communities assisted. Additionally, the performance indicators will measure the number of and percentage decrease in retirees leaving Louisiana annually as well as the number of and percentage increase in retirees moving into Louisiana from other states annually and, ultimately, the economic impact of the seniors industry on Louisiana. These indicators will demonstrate whether the goal to “...place Louisiana among the premier retirement states in America.” is successful.

### **B. Statement identifying the principal clients and users of each program, the primary beneficiaries of each objective, the specific service or benefit derived by such persons or organizations,**

The principal clients of the administrative program of the Office of the Lieutenant Governor include the Department of Culture, Recreation and Tourism, its employees and all of the beneficiaries of the department’s programs. These clients are all Louisiana citizens and visitors, including and extending to recreation enthusiasts, museum visitors, academicians, preservationists, schoolchildren, educators, artists, service organizations, other public entities, those employed in the hospitality industry, accommodations and attractions across the state, businesses and professional organizations that are affiliated with, impacted by, or benefiting from the department’s activities. The principal clients of the Louisiana Retirement Development effort are the pre-retired, retiring and retired individuals from Louisiana and those from other states who choose Louisiana as their retirement destination. Citizens of and visitors to Louisiana will benefit by the increased economic impact of the seniors industry in Louisiana.

### **C. Data Collection Procedure/Source, Frequency and Timing of Data Collection**

Current practices and systems to track movement of retirees in and out of Louisiana and to measure programmatic efficiencies are under review by the new administration.

### **D. Limitations of the Indicators**

Officials of the Office of the Lieutenant Governor are in the process of reviewing current methods used to establish baseline numbers of retirees in Louisiana, retirees leaving Louisiana annually and retirees moving into Louisiana from other states annually, and the economic impact of the seniors industry in Louisiana. Until these baselines are reviewed and analyzed, it is impossible to provide a numeric, measurable value for the indicators associated with these retirees.

### **E. List of External Variables**

All of the external variables that may impact the department’s programs will impact the Office of the Lieutenant Governor as well. Many external variables, both positive and negative, will impact the success of the Retirement Development effort. These include such things as the attractiveness of Louisiana’s tax structure to retirees, the availability of proper medical facilities and health care services, the educational system, particularly higher education, cost of living, employment opportunities for seniors, availability of



transportation systems into and out of the state, climate and weather.

**F. Statement of How Duplication will be Avoided**

The Lieutenant Governor serves as the Commissioner of the Department of Culture, Recreation and Tourism. As such he is empowered to appoint a Secretary to administer the department. The Lieutenant Governor determines the vision and priorities of the agency, while the Secretary is responsible for their implementation and the day-to-day administration of the department. Both will expend efforts communicating the programs of the agencies within the department and to its clients. All efforts will enhance and complement each other.

**G. Statement of how the indicators will drive management decisions and agency processes**

Once the marketing and tracking plans have been reviewed and data concerning the movement of retirees into and out of Louisiana is analyzed, the Office of the Lieutenant Governor's Retirement Development staff will be able to determine the most effective use of its funding. For instance, if the number of communities requesting assistance is high, and indicators show that the growth in retirement communities are significantly increasing the economic impact of the seniors industry on the state, then more funds, if available, might be funneled into this effort.

**H. Authorizations for Each Goal**

Louisiana Constitution Article IV, §1 et seq. and La. R.S. 36:201 et seq.

## **Program B. Grants**

### **Program Mission Statement**

The mission of the Grants Program in the Office of the Lieutenant Governor is to build and foster the sustainability of high quality programs that meet the needs of Louisiana's citizens and promote an ethic of service.

### **Program Goals**

1. The AmeriCorps grants program in the Office of the Lieutenant Governor will improve communities' capacity to address critical educational, environmental, public safety and human needs.
2. The Learn and Serve grants program in the Office of the Lieutenant Governor will provide increased service learning opportunities in schools in an effort to cultivate greater civic responsibility among Louisiana students and support academic development.

### **Program Objectives**

- Objective 1.** To increase the total number of people served by the AmeriCorps program by 70,000 by 2010.
- Objective 2.** To increase the total number of participants in the Learn & Serve program by 11,000 by 2010.

**Objective 1. To increase the total number of people served by the AmeriCorps program by 70,000 by 2010.**

**Strategies**

- 1.1** To, at a minimum, sustain current funding levels distributed to programs by working closely with and meeting the requirements of the Corporation for National and Community Service.
- 1.2** Create and maintain a regional structure that allows for more effective communication and outreach to the entire state.
- 1.3** Create a PR strategy to promote AmeriCorps and National Service.

**Indicators**

<b>Output</b>	Number of applications received annually.
	Number of grants awarded annually.
	Number of AmeriCorps members.
	Amount of funding awarded and received from CNCS.
<b>Outcome</b>	Increase in the total number of people served. .

**Objective 2. To increase the total number of participants in the Learn & Serve program by 11,000 by 2010.**

**Strategies**

- 2.1** At a minimum, sustain current funding levels distributed to programs by working closely with and meeting the requirements of the Corporation for National and Community Service.
- 2.2** Create and maintain a regional structure that allows for more effective communication and outreach to the entire state.
- 2.3** Create a PR strategy to promote Learn and Serve and Service Learning.

**Indicators**

<b>Output</b>	Number of applications received annually.
	Number of grants awarded annually.
	Amount of funding awarded and received from CNCS.
<b>Outcome</b>	Increase in the total number of participants annually.

## Grants Program Supporting Documentation

**A. Statement identifying the principal clients and users of each program, the primary beneficiaries of each objective, the specific service or benefit derived by such persons or organizations and the rationale/appropriateness of the performance indicators:**

The Corporation for National Service, a federal entity, provides funding to each state to administer two types of grants programs: **AmeriCorps** and **Learn and Serve**. The grants program is administered through the Louisiana Serve Commission in the Office of the Lieutenant Governor.

The **AmeriCorps** program is designed to empower communities to address critical needs in a number of specific focus areas: education, environment, public safety and human needs. The primary beneficiaries are the citizens in the communities that are impacted by the projects made possible through the grants programs in the specified focus areas and the individual members engaged to perform citizen service.

The measure of success of the AmeriCorps program is tied to the outcome of the work performed under the grants. Therefore, the indicators under Goal I and Objective 1 are tied to the number of people served by the work performed by AmeriCorps members supported by the grants. The objective, a 10% increase in number of people served, is impacted by the appropriation received from the Corporation for National Service and the number of grants awarded. These, hence, are the input indicators.

The **Learn and Serve** program is designed to engage K-12 students in community service learning to cultivate a sense of civic responsibility and enhance the school curriculum. The primary beneficiaries are the student participants who develop an appreciation for community service and who earn money for college in the process. The secondary, short-term beneficiaries are the communities in which the students are performing their service. The secondary long-term beneficiaries are all Louisiana citizens, agencies and entities who reap the benefits of having a service-oriented, community-minded citizenry.

The measure of success of the Learn and Serve program is the level of participation in the program. Therefore, increased participation is the objective of the program, and is measured as an outcome indicator. The annual level of participation is measured as an output indicator. Attrition will be tracked, as indicated in Strategy 1.

**B. Data Collection Procedure/Source, Frequency and Timing of Data Collection:**

Program officers who work in the Louisiana Serve Commission collect the data for both programs and compile it quarterly to be submitted to the Corporation for National Service in accordance with national standards.

**C. Limitations of the Indicators:**

There are many intangible effects of the grants program including the long term impact of the revitalization of a community center on a neighborhood, the number of people who may be inspired to volunteer in the community as a result of seeing Learn and Serve volunteers commit their time and talents and an increased public awareness of a particular environmental issue that may result from hearing about an AmeriCorps project. Only the more direct effects of these programs are contemplated in the indicators.

Another limitation of the indicators related to participation in the Learn and Serve program is the definition of a participant. The applicant determines the number of participants and the youth participants determine the scope of work. Therefore, it is difficult to project the size and impact of the activities funded by this program. An individual is counted as a participant only if he/she completes the program in accordance with federal stipulations. Those young adults who are exposed to the program but do not complete it will not be counted as participants.

**D. List of External Variables:**

Funding for both grants programs is made possible through the Corporation for National Service. The funding is established annually and in accordance with standards determined at the national level. The funding potentially could be discontinued at any time. Other external variables affecting the performance of this program include the changing community needs and individual issues impacting the participants in the program.

**E. Statement of how duplication will be avoided:**

The AmeriCorps and Learn and Serve programs are linked at the national level through the funding parent, the Corporation for National and Community Service. At the state level, there is connectivity as both programs are under the administration of the Office of the Lieutenant Governor. The goals of the programs are distinct, yet complementary. The program officers and administrative staff, who are familiar with both programs, will be in an ideal position to identify opportunities for each program to interface and/or assist the other as such occasions arise.

**F. Statement of how the plan will drive management decisions and other agency processes:**

The data collected under the strategic plan will help the Office of the Lieutenant Governor and the Louisiana Serve Commission determine how their efforts may be directed to improve outcomes of the programs. For example, if there is a drop in the number of AmeriCorps grants applications, it may reveal that communities were not aware of the availability of the grants. It may also be an indicator that the critical needs faced by communities are changing. Such data will allow the agency to modify its efforts in the promotion and administration of the program.

**G. Authorizations for each goal:**

The funding for the grants program comes from the Corporation for National and Community Service, which was established under the National and Community Service Trust Act of 1993 (42 U.S.C.A §12501 et seq.) The Louisiana Serve Commission is established in the Office of the Lieutenant Governor and its purposes are outlined in R.S. 49:1112 et seq. The goals described herein are consistent with those statutorily authorized purposes.

## **II. DEPARTMENT OF CULTURE, RECREATION AND TOURISM**

### **Vision**

We will re-image Louisiana as a leader of the New South. We will create economic growth by showing that Louisiana is not just a great place to visit, but also to live, work and play.

### **Mission**

The Department of Culture, Recreation and Tourism will provide the highest quality of service and programs through the preservation, promotion and development of Louisiana's historical, cultural, educational, natural and recreational resources, thereby enhancing the quality of life for Louisiana's citizens and encouraging economic growth while re-imagining Louisiana as a great place to live, work and play.

### **Philosophy**

The Department of Culture, Recreation and Tourism will explore opportunities to partner with others to leverage all of the resources and assets that are a part of our offices and commissions so that Louisiana can lead the New South in celebrating diversity and creating avenues of prosperity.

### **Goals**

- I.** The Department of Culture, Recreation and Tourism will create a greater awareness of Louisiana's culture, history and natural resources so that citizens and visitors will be more aware of the rich cultural, historical and natural assets of the state.
- II.** The Department of Culture, Recreation and Tourism will promote the tourism and arts industries in Louisiana so that these industries will have a greater economic impact in the state.
- III.** The Department of Culture, Recreation and Tourism will improve the state's management and conservation of significant historical, natural, informational and cultural sites and resources so that they will be better protected for future generations.
- IV.** The Department of Culture, Recreation and Tourism will provide opportunities for outdoor recreation in Louisiana so that there will be an increased number of citizens and visitors who are aware of, have access to, and who avail themselves of these opportunities.

# **Office of the Secretary**

**Agency Number 06-261**

**Fiscal Year 2005-2006 through 2009-2010**

## **Agency Vision Statement**

We will re-image Louisiana as a leader of the New South. We will create economic growth by showing that Louisiana is not just a great place to visit, but also to live, work and play.

## **Agency Mission Statement**

The mission of the Office of the Secretary is to position Louisiana to lead through action in defining a New South through Culture, Recreation and Tourism. Through the development and implementation of strategic and integrated approaches to the management of the Office of State Parks, the Office of Tourism, the Office of State Museums, the Office of Cultural Development, the Office of State Libraries, the Audubon Golf Trail, the Mississippi River Road Commission, the Atchafalaya Trace Commission, the Red River Development Council and the Louisiana Byways Program.

## **Agency Goal**

The Office of the Secretary will ensure an efficient, accountable, and entrepreneurial operation of all agencies within the department by providing the highest quality of leadership and support services and by administering targeted programs and initiatives conducive to the development of collaborative partnerships, thereby creating avenues of prosperity for all Louisianans by promoting diversity, creativity and unique, unparalleled assets. Further, the Office of the Secretary will measure and monitor the impact of the Department of Culture, Recreation and Tourism on Louisiana's economy and quality of life for Louisiana's citizens to ensure the greatest return on our investments.

## **Program A:Administration**

### **Program Mission Statement**

The mission of the Office of the Secretary is to position Louisiana to lead through action in defining a New South through Culture, Recreation and Tourism. Through the development and implementation of strategic and integrated approaches to the management of the Office of State Parks, the Office of Tourism, the Office of State Museums, the Office of Cultural Development, the Office of State Libraries, the Audubon Golf Trail, the Mississippi River Road Commission, the Atchafalaya Trace Commission, the Red River Development Council and the Louisiana Byways Program.

### **Program Goal**

The Administration Program will ensure an efficient, accountable, and entrepreneurial operation of all agencies within the department by providing the highest quality of leadership and support services and by administering targeted programs and initiatives conducive to the development of collaborative partnerships.

### **Program Objectives**

- Objective 1:** To achieve 100% of the stated objectives of each program within the Department annually through 2010.
- Objective 1.** By 2010, to increase the awareness of the Atchafalaya's unique cultural, natural and native resources by increasing annual participation in Atchafalaya Heritage Area awareness programs to 25,000.
- Objective 3:** By 2010, to increase the annual number of rounds of golf played at Audubon Golf Trail courses to 350,000.
- Objective 4:** To increase awareness of the unique cultural, natural and native resources along the Mississippi River Road corridor by increasing the distribution of collateral materials to a minimum of 25,000 people by 2010.
- Objective 5:** To increase awareness of the intrinsic cultural, historical, archeological, recreational, natural and scenic resources along Louisiana Byways by increasing the distribution of collateral materials to a minimum of 25,000 people by 2010.



**Objective 1. To achieve 100% of the stated objectives of each program within the Department annually through 2010.**

**Strategies**

- 1.1 Meet regularly with the Lieutenant Governor, Undersecretary and Assistant Secretaries.
- 1.2 Meet regularly with State Secretaries to develop intra agency collaboration that lead to cooperative programming.
- 1.3 Establish staff accountability measures.
- 1.4 Review and revise operational and strategic plans of the department.
- 1.5 Evaluate programs to track progress with strategic plan.
- 1.5 Recommend, review and monitor legislative initiatives for the department.
- 1.6 Assess management structure; evaluate existing programs and activities; research best practices and models for effective change: seek innovative solutions.
- 1.7 Conduct economic impact and structural audit.
- 1.8 Hire professional, diverse and technically skilled staff.
- 1.9 Conduct internal branding campaign.

**Indicators**

- |                |  |
|----------------|--|
| <b>Input</b>   | Number of departmental program objectives. |
| <b>Output</b>  | Number of objectives achieved annually.    |
| <b>Outcome</b> | Annual percentage of objectives achieved.  |

**Objective 2: By 2010, to increase the awareness of the Atchafalaya’s unique cultural, natural and native resources by increasing annual participation in Atchafalaya Heritage Area awareness programs to 25,000.**

### **Atchafalaya Trace Commission Mission Statement**

The mission of the Atchafalaya Trace Commission is to preserve, enhance and promote the Atchafalaya Heritage Area.

### **Atchafalaya Trace Commission Goals**

The goal of the Atchafalaya Trace Commission is to brand the Atchafalaya region in the State of Louisiana as a premier eco-tourist destination, thus building awareness, expanding economic opportunity and strengthening place.

#### **Strategies**

- 2.1** Aggressively promote Experience Atchafalaya Days, increasing number of attendees.
- 2.2** Increase number of Experience Atchafalaya Days events offered annually.
- 2.3** Redesign Website to generate more hits.
- 2.4** Obtain National Heritage Area designation.
- 2.5** Further develop, promote and implement the Atchafalaya tax credit program and other events that further the ATC mission.
- 2.6** Collaborate with public and private partners in the preservation efforts of the America’s Wetland campaign and promotional efforts of eco-tourism initiatives.
- 2.7** Create ambassadors programs to educate the Louisiana community about the ATC.

#### **Indicators**

- Output** Number of Atchafalaya Heritage Area awareness programs offered annually.  
Number of unique Web site users.
- Outcome** Number of annual participants in Atchafalaya Heritage Area awareness programs.

**Objective 3: By June 30, 2010, to increase the annual number of rounds of golf played at Audubon Golf Trail courses to 350,000.**

### **Audubon Golf Trail Mission Statement**

The mission of the Audubon Golf Trail is to support and promote an alliance of high-caliber, high-value golf facilities that combine golf with the unique Louisiana culture, outdoor recreational opportunities and hospitality experience to out-of-state visitors and Louisiana citizens.

### **Audubon Golf Trail Goal**

The goal of the AGT is to increase rounds of golf played at AGT courses, thereby stimulating economic development, enhancing tourism, attracting new residents and retirees to the state and elevating the quality of life experience in Louisiana.

### **Strategies**

- 3.1** Implement a comprehensive marketing program which may include:
  - Television Advertisement
  - Print Ads
  - Outdoor Advertisement
  - Online promotion
  - Trade Shows
- 3.2** Align AGT with a nationally and/or internationally recognized Louisiana resident Golf Professionals to serve as the public face for AGT.
- 3.3** Develop interagency, intra-agency and public-private collaborations to help advance the awareness of the AGT.
  - DCRT offices and commissions
  - Convention and Visitor Bureaus
  - Civic Organizations
  - Ambassador Education programs
- 3.4** Uphold the standards of each of the golf courses participating on the AGT.
  - Commission annual reviews
  - Director regular course reviews and meetings with the course managers
  - Consumer satisfaction surveys
- 3.5** Develop participation programs.
  - Junior and senior golf tournaments
  - AGT discount play program
  - Recognition for play program
- 3.6** Increase number of member courses on AGT.

### **Indicators**

<b>Input</b>	Baseline number of rounds played annually (FY 03-04). Baseline number of annual inquiries received (FY 03-04). Number of Web site hits.
<b>Output</b>	Annual number of AGT inquiries received (FY 03-04).
<b>Outcome</b>	Annual number of rounds of golf played on AGT courses.

**Objective 4: To increase awareness of the unique cultural, natural and native resources along the Mississippi River Road corridor by increasing the distribution of collateral materials to a minimum of 25,000 people by 2010.**

### **Mississippi River Road Commission Mission Statement**

The mission of the MRRC is to preserve, enhance and promote the Mississippi River Road region in the State of Louisiana.

### **Mississippi River Road Commission Goal**

The goal of the Mississippi River Road Commission is to brand the Mississippi River region in the State of Louisiana as a premier heritage tourism destination, thus building awareness, expanding economic opportunity and strengthening place.

#### **Strategies**

- 4.1** Complete Corridor Management Plan.
- 4.2** Enhance Web site to generate more hits and brochure requests.
- 4.3** Obtain National Scenic Byway Designation.
- 4.4** Expand distribution network for brochures both in state and nationally.
- 4.5** Develop and implement a comprehensive marketing program targeting the drive market, which my include:
  - Hosting FAM trips
  - Print and electronic media
  - Trade show attendance
  - Website upgrade
  - New Collateral Materials
  - Interactive interpretative centers along the river road.
- 4.6** Collaborate with Mississippi River Parkway Commission (MRPC), a national organization that supports national designation for the entire river road from Minnesota to Louisiana.
- 4.7** Partner with MRPC on marketing collaborations
- 4.8** Create ambassadors programs to educate the Louisiana community about the MRRC.

#### **Indicators**

- |               |  |
|---------------|--|
| <b>Input</b>  | Baseline number of collateral materials distributed. |
|               | Baseline number of Web site hits.                    |
| <b>Output</b> | Number of collateral materials distributed.          |

**Objective 5: To increase awareness of the intrinsic cultural, historical, archeological, recreational, natural and scenic resources along Louisiana Byways by increasing the distribution of collateral materials to a minimum of 25,000 people by 2010.**

### **Louisiana Byways Program Mission Statement**

The Louisiana Byways Program mission is to preserve, enhance and promote the Louisiana Byways Program (LBP).

### **Louisiana Byways Program Goal**

The goal of the Louisiana Byways Program is to brand Louisiana Scenic Byways as a premier traveling experience, highlighting their intrinsic cultural, historical, archeological, recreational, natural and scenic resources, thus building awareness, expanding economic opportunity and strengthening place.

#### **Strategies**

- 5.1** Develop a Corridor Management Plan.
- 5.2** Enhance Web site to generate more hits and brochure requests.
- 5.3** Obtain National Scenic Byway Designation for qualified Louisiana byways.
- 5.4** Create ambassadors programs to educate the Louisiana community about the LBP.
- 5.5** Help local byway guardians obtain federal grants.
- 5.6** Collaborate with Mississippi River Parkway Commission, a national organization that supports national designation for the entire river road from Minnesota to Louisiana.
- 5.6** Develop and implement a comprehensive marketing program targeting the drive market, which may include:
  - Hosting FAM trips
  - Print and electronic media
  - Trade show attendance
  - Website upgrade
  - New Collateral Materials
  - Interactive interpretative centers along the river road.
  - Expand distribution network for brochures both in state and nationally.

#### **Indicators**

<b>Input</b>	Baseline number of collateral materials distributed.
	Baseline number of Web site hits.
<b>Output</b>	Number of collateral materials distributed.

## **Program B. Office of Management and Finance**

### **Program Mission Statement**

The mission of the Office of Management of Finance is to direct the mandated functions of human resources, fiscal and information services for the six offices in the Department and the Office of the Lieutenant Governor to support them in the accomplishment of their stated goals and objectives.

### **Program Goal**

The Office of Management and Finance will provide the highest quality of fiscal, human resources and information technology services to, and enhance communications with, the six offices within the Department and the Office of the Lieutenant Governor in order to ensure compliance with legislative mandates and increase efficiency and productivity.

### **Program Objectives**

**Objective 1.** Through 2010, maximize human resource capital, enhance information technology and ensure fiscal reliability of the Department and the Office of the Lieutenant Governor.

**Objective 1. Through 2010, maximize human resource capital, enhance information technology and ensure fiscal reliability of the Department and the Office of the Lieutenant Governor.**

**Strategies**

- 1.1** Provide budget control, payroll, accounting, procurement, and contracts and grants management, human resource management and information technology management.
- 1.2** Revise policy and procedure manuals.
- 1.3** Train department staff relative to Fiscal, Human Resources and Information Services policies, procedures, functions and new initiatives/mandates.
- 1.4** Develop and implement human resource policies that benefit women and children that include:
  - development and implementation of a policy on diversity and diversity training in order to ensure hiring and placement of individuals of varied ethnicities and cultural backgrounds in the department.
  - development of a policy and implementation of flexible work schedules for all employees in order to accommodate personal and/or family needs.
  - providing training on Violence in the Workplace and Sexual Harassment, as well as how to recognize and report potential violations in these areas.
  - continuing to update and refine the Family Medical Leave Act (FMLA) policy to meet federal regulations providing further benefits for employees' leave for serious health issues.

**Indicators**

**Outcome**      Number of repeat reportable audit findings.

## Administration Program Supporting Documentation

**A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:**

The Administration Program serves an internal audience consisting of the Office of the Lieutenant Governor and the six offices that comprise the Department of Culture, Recreation and Tourism, including the employees. The benefit derived by each is that through effective leadership from the Administration Program, they will be better enabled to achieve their stated goals and objectives.

Externally, the Administration Program serves citizens and visitors of Louisiana by guiding and coordinating the programs that enhance and promote the opportunities for enjoyment of the historical, recreational and cultural resources of the state.

**B. List of external variables:**

The Federal and State economy; increasing Legislative mandates; decreases in the Department's funding; unanticipated events both positive and negative; all the external variables that affect the six offices within the Department.

**C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:**

Activities that are directed to similar goals (e.g. preservation, promotion, visitation, economic development) are targeted, but strategies and resources are shared, coordinated and leveraged.

**D. Statement of how the plan will drive management decisions and other agency processes:**

The strategic planning process provides the opportunity to evaluate programs and identify areas to enhance and increase service to internal and external customers. The Secretary of the Department will use the Department's five-year strategic plan to guide department initiatives and track the success of the various programs within the Department.

**E. Authorizations for each goal:**

The authorization for the Administration Program goal is R.S. 25; 36:201-209; 38:2352-2361; 56:1801-1808. The Atchafalaya Trace Commission is authorized in R.S. 25:1222-1225; the Mississippi River Road Commission is authorized by R.S. 25:1252-1255 and transferred to DCRT by R.S. 36:802.17; the LA Byways Commission is authorized in R.S. 56:1948.11-1948.13.

**F. Program evaluation used to develop objectives and strategies:**

In developing objectives and strategies, the Administration Program referred to its current Strategic Plan and annual Operational Plan and various planning documents from the other agencies in the Department.



## **Management and Finance Program Supporting Documentation**

**A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:**

The Office of Management and Finance serves internal audiences including the six offices within the Department of Culture, Recreation and Tourism, the Office of the Lieutenant Governor and all employees/managers in the Department of Culture, Recreation and Tourism. The Office of Management and Finance will enhance the operations of internal audiences by providing accountable and efficient human resources, fiscal procedures and information services which ultimately impact each office in reaching individual objectives and strategies. Specifically, OMF affects its designated audiences by assuring adherence to legislative mandates, providing and enhancing internal and external communications opportunities and providing well-trained human resources as the contacts to Louisiana citizens and visitors.

Externally, vendors and suppliers, a large audience segment for the Office of Management and Finance, are impacted by the accounting, invoicing and disbursement of payment operations provided by the office.

Ultimately, the Office of Management and Finance serves the citizens and visitors of Louisiana and the state legislature by assuring control, accountability and efficiency in utilizing state appropriated funds for the department.

**B. List of external variables:**

The external variables that could affect the operations of the Office of Management and Finance are: legislative mandates, decreases in funding, rapid and significant changes in information technology, Civil Service rules and all the external variables that affect the Office of the Lieutenant Governor and six offices in the department.

**C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:**

There is no duplication in the Office of Management and Finance.

**D. Statement of how the plan will drive management decisions and other agency processes:**

This plan will be used in making decisions regarding the development and delivery of services in a more efficient and accountable manner in order to ensure compliance with legislative mandates.

**E. Authorizations for each goal:**

The authorization for the Office of Management and Finance's goal is R.S. 25; 36:201-209; 38:2352-2361; 56:1801-1808.

**F. Program evaluation used to develop objectives and strategies:**

In developing objectives and strategies, the Office of Management and Finance referred to its current Strategic Plan and annual Operational Plan, meetings with OMF division heads, and internal assessments of program operations.

# **OFFICE OF THE STATE LIBRARY**

**Agency Number 06-262**

**Fiscal Year 2005-2006 through 2009-2010**

## **Agency Vision Statement**

The State Library of Louisiana will provide the highest quality of service and programs through the preservation, promotion, and easy access to educational, cultural, and recreational resources, thereby enhancing the quality of life for Louisiana citizens, making Louisiana citizens better informed, more participative in democracy, and better prepared to contribute to economic development.

## **Agency/Program Mission Statement**

The mission of the State Library of Louisiana is to build an informed, literate, and participative citizenry by ensuring preservation of and access to educational, cultural, and recreational resources, especially those resources unique to Louisiana.

## **Agency Philosophy Statement**

The State Library of Louisiana will develop and deliver its services and programs in a professional, cooperative, innovative, and accountable manner, and will be responsive to the needs of Louisiana citizens.

## **Agency/Program Goals**

Access to information is necessary for economic growth and a literate and informed society. The Office of the State Library will provide a central collection of materials that meet the needs of government. The State Library will play a leadership role in improving local library services across the state, serving the informational needs of blind and visually impaired citizens, and in the development of public libraries in parishes throughout Louisiana.

1. To ensure access to resources through quality customer service, effective promotional strategy, and technological infrastructure.
2. To ensure the expansion and development of resource collections in a variety of print, media, and electronic formats.
3. To increase the number of registered library users at the State Library and in local libraries to 56% of Louisiana's citizens.
4. To contribute to future prosperity of Louisiana citizens by attracting young children to become lifelong learners and readers.

## **Program Objectives**

- Objective 1.** Train at least 5,000 State Library and local library staff in 200 workshops by 2010.
- Objective 2.** Publicize resources and services of the State Library via 200 press releases and 20 major media promotions that are published in all sixty-four 'official' parish newspapers by 2010.
- Objective 3.** Provide a sophisticated telecommunications infrastructure that will support an increase of at least 10% per year in the number of public Internet computers.
- Objective 4.** Increase usability and relevancy of State Library collection by adding 75,000 items by 2010.
- Objective 5.** Make available informational databases that have statewide log-ons of at least 2,000,000 by 2010.
- Objective 6.** Increase usage among State Library and local libraries by increasing total number of borrowers by 5% by 2010.
- Objective 7.** Increase Services for the Blind and Physically Handicapped (SBPH) registrations by 2,000 by 2010.
- Objective 8.** Register 400,000 children by 2010 for the Summer Reading Program.
- Objective 9.** Increase local library collections (statewide) by 200,000 new items by 2010 through State Aid and developmental assistance.

## **Objective 1. Train at least 5,000 State Library and local library staff in 200 workshops by 2010.**

### **Strategies**

- 1.1 Initiate and produce training workshops in various areas of customer service, technology, resource management, leadership, and other technical and practical areas.
- 1.2 Continually assess the needs of library staff and trustees to determine training topics.
- 1.3 Devote reasonable portions of the budget to training and development of staff.
- 1.4 Train Local library staff and State Library Staff in strategies for providing materials and services related to the cultural economy and eco-tourism.
- 1.5 Work with academic leaders to create a university consortium and study program on cultural economy.

### **Indicators**

Output	Number of workshops provided by State Library to staff of State Library and local libraries.
Output	Number of workshop attendees.
Quality	Ratings of workshop quality by attendees.

## **Supporting Documentation for Objective #1 Performance Indicators**

### **Rationale/Appropriateness**

The State Library has always played a leadership role in the development of services and programs. The recent developments in technology and the heightened concerns for accountability have created a high demand for training in these two areas. The State Library and parish public libraries have delivered widespread and effective services and programs, but new concerns and methodologies will mean a shift in priorities. Therefore, the State Library will prepare staffs for new technologies and good customer service through a concerted training effort that should remain in focus for the duration of this strategic period.

### **Primary Beneficiaries**

Training raises the skill level among staff in local libraries and State Library. New skills and techniques also mean better customer service to the library user. Local public libraries serve the broad populace of the state; state employees utilize the State Library.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

The Library Development division of State Library plans and implements workshop training. In order to do this, a continuous assessment of training needs is undertaken by them. The delivery of workshops can be counted by number of workshops, number of staff trained, and ratings of the workshops. These numbers can be further analyzed to determine that workshops are geographically distributed among all Louisiana public libraries and for various levels of staff

### **Limitations of the Indicators**

Numbers and types of workshops do not necessarily indicate improvement in customer service, but without training in new areas, staff could not meet new demands and deliver quality customer service.

## **Objective 2. Publicize resources and services of the State Library via 200 press releases and 20 major media promotions that are published in all sixty-four ‘official’ parish newspapers by 2010.**

### **Strategies**

- 2.1 Press releases of new and innovative services and resources will be created and distributed by Communications Director. The *Louisiana Updated Media Directory* lists 126 daily and weekly newspapers in the 64 parishes.
- 2.2 Coordinate news of developments in programs and services. Work with State Library division heads and with local library staff to determine newsworthy efforts.
- 2.3 Monitor press coverage of statewide initiatives from State Library.
- 2.4 Increase quality and quantity of State Library’s electronic publicity tools.
- 2.5 Assess and publicize the unique resources and offerings of Louisiana Libraries.
- 2.6 Seek out innovative technologies that provide better services opportunities, attract new markets and assist with professional marketing.

### **Indicators**

Output	Number of press releases produced.
Output	Number of major media promotions.
Outcome	Number of hits on State Library Web site.

## **Supporting Documentation for Objective #2 Performance Indicators**

### **Rationale Appropriateness**

All communications and publications are managed by the Communications Director to ensure a quality image of the library and its services. The development of press releases and media promotions is centrally coordinated and professionally executed.

### **Primary Beneficiaries**

Various levels of staff benefit from centrally coordinated communications. Local library staff have a central point of contact for inquiries about statewide initiatives, such as grants and summer reading programs. The general public is more likely to read about state or local programs and services in the general press, or hear about libraries through coordinated programs.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

Production of press releases and promotions is enumerated by the Communications Director. Also maintained is a clipping service that shows the results of information distributed through press releases, i.e. actual publication of releases and promotions. This is a new analysis that should reveal the outcome of publicity, and the effectiveness of the Communications Director position.

### **Limitations of the Indicators**

Newspapers determine their own content, and therefore timing and outside circumstances dictate actual print copy. But a consistent effort to publicize library activities will usually result in equally steady publication by local press. Media promotions are also in competition with other news, and the smaller number of major promotions can make their overall success less certain.

### **Objective 3. Provide a sophisticated telecommunications infrastructure that will support an increase of at least 10% per year in the number of public Internet computers.**

#### **Strategies**

- 3.1 Maintain funding of telecommunication lines currently in executive budget. This has enabled all public libraries to afford essential access to the Internet.
- 3.2 Increase capacity of the network of Internet workstations and database access by implementing broadband technology to increase speed and efficiency of the network.
- 3.3 Make use of all available new and innovative technologies to provide increased access to educational and recreational materials for use by both citizens and visitors.
- 3.4 Work with and support Mississippi Gulf Delta Regional Initiatives to bring greater Internet access and automation to the affected parish libraries.

#### **Indicators**

Output                      Total number of Internet workstations at all libraries.

### **Supporting Documentation for Objective #3 Performance Indicators**

#### **Rationale/Appropriateness**

The State Library spearheaded an effort in the initial Strategic Plan (for 1998-2002) to proliferate the Internet through PC workstations. A grant from the Bill and Melinda Gates Foundation accelerated the development and helped achieve the goal of one workstation per 2,000 citizens, or 2,380 in the public libraries of Louisiana. This has created a large infrastructure of telecommunication lines, local networks, Internet access, and now database access. Maintenance of the resulting statewide network is crucial to continuing to deliver free access to the Internet for citizens and visitors throughout Louisiana, particularly those who cannot afford home computers and data lines.

#### **Primary Beneficiaries**

The library public has free and open access to the Internet and its vast informational resources. The workstations particularly provide connections for those who are on the impoverished side of the digital divide, a term describing those without Internet access. Given the increasing amount of market and government contact and activity accessible through the Internet, citizens without access are clearly disadvantaged. Public libraries have adapted well to the World Wide Web's resources, and provide the Internet as an essential service to library customers. In addition, tourists and visitors to Louisiana frequently go into public libraries to check their e-mail. Providing access to the Internet generates new library customers.



### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

The State Library compiles an annual statistical volume that includes a count of Internet workstations in each library system and as a statewide total.

### **Limitations of the Indicators**

There are some crossover machines that act as public access catalogs as well as Internet workstations. Some libraries are developing web-based catalogs that automatically render the Internet workstations capable of searching for local titles as well as Internet resources. Similarly, the new database offerings made possible by State Library are also available through the workstations. In other words, there is competition among the workstations for the several types of usage. Nevertheless, the maintenance of the network for whatever use is crucial to accessing the Internet as well as delivering other online resources.

## **Objective 4. Increase usability and relevancy of State Library collection by adding 75,000 items by 2010.**

### **Strategies**

- 4.1 Maintain budget for materials.**
- 4.2 Make Louisiana cultural and historical resources more visible outside and inside the state by digitizing some Louisiana materials.**
- 4.3 Increase availability of materials and formats of specific interest to retirees and eco-cultural scholars and students.**
- 4.4 Increase library holdings in support of Mississippi Gulf Delta Regional Initiative.**

### **Indicators**

<b>Output</b>	<b>Number of new additions to the State Library collection.</b>
<b>Outcome</b>	<b>Number of interlibrary loans from State Library collection.</b>
<b>General Performance</b>	<b>Total collection size.</b>

## **Supporting Documentation for Objective # 4 Performance Indicators**

### **Rationale/Appropriateness**

The State Library is an important backup collection of resources for libraries, particularly smaller libraries. Books, serials, government publications, and other print resources are still important for serving informational needs throughout the state. The Louisiana Public Library Resources Act, RS25:33(1-3), specifically calls for the improvement of collections at the state and local libraries.

### **Primary Beneficiaries**

Customers of the State Library have a collection of more than 1,000,000 items (some cataloged, some uncataloged) to assist in their research and development. Local libraries tap this same collection as support for their resources. That means the local beneficiaries are the citizens using local libraries throughout the state.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

Division heads report numbers of new acquisitions to the Associate State Librarian on a quarterly basis for most items. These are compiled to reflect growth and change in the collection. The State Library automation system records some of the numbers; a few items are still counted manually, but in an accurate manner.

### **Limitations of the Indicators**

Digitized resources are affecting the counts of some items already in the library. For example, government documents past and present are more frequently in digital form, sometimes even exclusively in digital form. This enables weeding (purging) the paper copy of the materials. Also, as new materials are added, older editions are sometimes purged based on the Library's Collection Development Policy. Likewise, many items are not cataloged and can only be estimated (e.g. number of issues of magazines). Therefore, the total cataloged collection grows at a rate slightly different from the number of additions to the collection. We will record the additions, and also report total cataloged collection size annually.

## **Objective 5. Make available informational databases that have statewide usage of at least 2,000,000 log-ons by 2010.**

### **Strategies**

- 5.1 State Library will continue to coordinate a database selection committee of librarians from the parish libraries. Committee members choose the most useful online databases and recommend these to the State Library for final decision and purchase negotiation.
- 5.2 Train staff at State and parish libraries on the use of databases, to ensure skilled searching and maximum usage of databases.
- 5.3 Promote access to these publicly funded databases as a benefit of Louisiana citizenship.
- 5.4 Seek out and subscribe to educational databases containing information relevant to development of the cultural economy.

### **Indicators**

Output	Number of database log-ons. Database log-ons by location. Database log-ons by individual database.
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## **Supporting Documentation for Objective #5 for Performance Indicators**

### **Rationale/Appropriateness**

Proprietary informational databases were procured in July 2000. The proliferation of the Internet and the Internet workstations in public libraries has also meant the potential availability of other online resources. Databases have one advantage over the World Wide Web in that they are indexed and well-organized resources that can be effectively searched and printed for all kinds of research. The State Library has made these databases available in an easy-access environment that would otherwise be at cost to the customer. This represents a state-of-the-art method for accessing and delivering information to Louisiana citizens.

### **Primary Beneficiaries**

Access to these databases was purchased for the citizens of Louisiana. Customers in rural areas of Louisiana will have equal access to statewide electronic databases that are available in metropolitan areas. They also have great usage among the reference/information librarians and staff throughout the local library systems. This means development of staff and improvement of service. The databases are a marketing tool, attracting customers to the library, or making customers aware of library services even when presented to them on their home computers, as the databases are accessed through the library Web site and after registration for a library card.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

Log-on data are maintained by the Computer Services staff in the State Library and reported on a quarterly basis. This particular number is accurate in terms of the initial contact of the customer with the library's databases.

### **Limitations of the Indicators**

There is no benchmark for this data, except by extrapolating from the initial months of usage. Therefore the annual 400,000 goal may need revision. Another limitation of this number is that it does not record actual time spent searching by the customer, nor does it enumerate the number of searches or hits made in the process. The database vendors do not maintain this data uniformly. However, this standardization may be achieved in the next year or two, and an additional indicator or two might further elucidate the usage of databases and their value. We do know that if the public made 400,000 log-ons and initial uses of the databases without the library-negotiated discount, the cost would be in the millions of dollars and prohibitive. The State Library has procured the databases for a small fraction of their retail cost.

## **Objective 6. Increase usage among State Library and local libraries by increasing total number of borrowers by 5% by 2010.**

### **Strategies**

- 6.1 Provide services that will attract new users and retain current users.
- 6.2 Leverage existing media and marketing efforts to reach new constituencies.
- 6.3 Target services for and messages to retirees to encourage them to take advantage of all library services.

### **Indicators**

- |        |   |
|--------|---|
| Output | Number of registrants reported annually by local libraries. |
| Output | Number of reference inquiries at State Library.             |

## **Supporting Documentation for Objective #6 Performance Indicators**

### **Rationale/Appropriateness**

The American Library Association reports that fifty-six percent of the American public has a library card. The objective of 56% is ambitious, as the current figure for Louisiana citizens is approximately 49%. The State Library's efforts toward greater library awareness have motivated our goal toward the fifty-six percent mark.

### **Primary Beneficiaries**

Louisiana citizens are likely to be more literate and better prepared for work and recreation when they are regular customers of libraries.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

In many libraries this is an ongoing count, but not uniformly in the 67 systems except as a year-end total. New automation systems have provided more accurate numbers in the last several years, seemingly recording stagnation in library registrations. The new systems, when in all libraries (currently 70% of Louisiana's libraries record registrations in machine readable format), will create accurate numbers and accurate rates of progress. We believe more people are using libraries, as evidenced by increasing traffic counts. Among the data compiled and reported at the State Library.

### **Limitations of the Indicators**

Despite the flaws in this number, its relationship to the goal makes it necessary. Not all systems are automated; about ten of the 67 still maintain a card file and tallied registration number. This effort works hand-in-hand with efforts at promotion of libraries, the offering of new and innovative services, good customer service, etc. The 'evidence' of actual NEW customers is sometimes culled from other activities, like the constant use of Internet workstations, where library card registration may not always be required.

## **Objective 7. Increase Services for the Blind and Physically Handicapped (SBPH) registrations by 2,000 by 2010.**

### **Strategies**

- 7.1 Continue outreach efforts to other agencies which provide services to the Blind and Physically Handicapped.
- 7.2 Enhance the visibility of the Library's website to make it more usable by Services for the Blind and Physically Handicapped customers.
- 7.3 Target retirees as potential new users of Services for the Blind and Physically Handicapped services.

### **Indicators**

Output	Number of registrants added to State Library's SBPH.
Outcome	Number of items circulated annually.

## **Supporting Documentation for Objective #7 Performance Indicators**

### **Rationale/Appropriateness**

One of the most important and special services provided by the State Library is that for visually and hearing-impaired citizens. This statewide program helps impaired and disabled Louisianians acquire literature and information via special print and media designed to accommodate their impairment. Since these are often citizens who do not read newspapers and who are unable to visit local libraries, promotional efforts must be specialized and targeted. Good customer service enables them to take advantage of the sensory abilities still available to them, whether recorded or large typestyle books.

### **Primary Beneficiaries**

Visually impaired and hearing-impaired citizens of Louisiana have access to quality service and materials for leisure or self-education. Over 100,000 materials are available without cost, including free postage to and from their residence. Media promotions and target marketing efforts have generated over 1,000 new users in the last several years. But the potential market for free library service from SBPH (and its federal parent, the National Library Service) is still much larger, about 70,000 in Louisiana. We will continue to work to reach additional customers.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

The Section for the Blind and Visually handicapped keeps good numbers, and most of this data is machine-assisted. They have databases of collection usage, and PC programs that assist with the reader's advisory functions, including patron registration.

### **Limitations of the Indicators**

Numbers of patrons does not necessarily reflect overall activity of the SBPH, because some patrons are more frequent customers of the service.

## **Objective 8. Register 400,000 children by 2010 for the Summer Reading Program.**

### **Strategies**

- 8.1 Continue to work with the Summer Reading Program Committee to develop fun and interesting themes to attract young readers.
- 8.2 Continue to produce professionally designed artwork for use by public libraries in the statewide program.
- 8.3 Work with other public agencies to increase reading readiness of pre-schoolers so that they are already primed to use libraries before entering school.

### **Indicators**

<b>Output</b>	<b>Number of children registered for Summer Reading Program.</b>
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## **Supporting Documentation for Objective #8 Performance Indicators**

### **Rationale/Appropriateness**

Research shows that reading skills are maintained or even improved by virtually any reading program between school years. The State Library coordinates a statewide effort to reach kids and encourage them to participate in library activity and become lifelong customers and readers. Begun in 1985, the statewide Summer Reading Program has reached well over 1,000,000 children. Parents count on the library to help kids stay active, reading, and involved in safe fun each and every summer.

In order to motivate and hold the interest of children, public libraries carefully choose a statewide theme and create artwork and incentives in this popular program. These are the busiest months of the children's departments within libraries.

### **Primary Beneficiaries**

Children throughout Louisiana, and their parents, benefit from the Summer Reading Program. Children register to become part of a local and statewide community of readers; parents and children have an activity that enhances the potential of kids to become lifelong readers, all of which contributes to the literacy rate of the Louisiana public.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

Local libraries register and count the children who participate in the Summer Reading Program, whether for the reading program or as audience members in the concomitant activities such as craft programs, story times, and magic shows. The data from local libraries is compiled each September at the State Library, which also conducts a follow up workshop to talk about the successes and shortcomings of the effort.

### **Limitations of the Indicators**

Libraries do not perform standardized tests of children's reading abilities, but research has shown that children who read during the summer fare much better in school than those who do not.

## **Objective 9. Increase local library collections (statewide) by 200,000 new items by 2010 through State Aid and developmental assistance.**

### **Strategies**

- 9.1 Continue to provide training and consulting to local library staff in the proper selection, acquisition and weeding (purging) of library materials.
- 9.2 Continue to train staff in techniques of professional collection analysis and development.
- 9.3 Provide guidance to local library staff in identifying and acquiring materials unique to Louisiana and in support of Mississippi Gulf Delta Regional Initiative and the new South and its cultural economy.

### **Indicators**

Output	Number of new items added to local library collections annually.
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## **Supporting Documentation for Objective #9 Performance Indicators**

### **Rationale/Appropriateness**

With the continued explosion of published information, it is critical to a library's relevancy that it add new materials. Additionally, continuous development of collections is a standard of the Louisiana Library Association, which suggests that 20% of a library's budget should be devoted to this effort. Even in an age of increasing electronic access to information, books, magazines, and government documents still require high-priority attention as research tools in each and every library system. The increasing cost of books makes the task of selecting quality materials important. State Aid funds have always been devoted to library collections and automating functions, and with many libraries completing automation tasks, they are returning to greater use of State Aid for the book collections. This is also evidence of the survival of the book and book collections in public libraries.

### **Primary Beneficiaries**

Library staff who use the local and state collections to answer informational inquiries continue to use the book collection for the majority of their searches. They benefit from updated and authoritative materials. The library customer benefits similarly, and it should be noted that most still ask for the printed word, and concomitant information, from books and printed sources. Improved book collections mean better information and greater usage of public libraries.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology**

The annual statistical report of the State Library gathers this number from the 65 public library systems in Louisiana. The State Library compiles this data on an annual basis.

### **Limitations of the Indicators**

Most of the data is reasonably accurate, as most of the public library systems have automated catalogs and therefore machine-maintained numbers of additions and local totals. Furthermore, the State Library has collected this information for 75 years, and there is a strong basis for comparisons and trends.



# **OFFICE OF STATE MUSEUM**

## **Agency Number 06-263**

**Fiscal Year 2005-2006 through 2009-2010**

### **Agency Vision Statement**

The Office of State Museum will operate and manage the preeminent historical, cultural and educational institutions dedicated to collecting, preserving and presenting objects of art, documents and artifacts that reflect the diverse history, art and culture of the State of Louisiana.

### **Agency/Program Mission Statement**

The mission of the Office of State Museum is to maintain the Louisiana State Museum as a true statewide museum system that is accredited by the American Association of Museums, to collect, preserve and interpret buildings, documents and artifacts that reveal Louisiana's history and culture, and to present those items using both traditional and innovative technology to educate, enlighten and provide enjoyment for the people of Louisiana and its visitors.

### **Agency Philosophy Statement**

The history and culture of Louisiana are among the richest and most interesting in the world. The philosophy of the Office of State Museum is to use the highest standards of professionalism, scholarship and management techniques, in accordance with the guidelines of the American Association of Museums, to operate the Louisiana State Museum system.

### **Agency/Program Goals**

1. To collect, preserve and interpret buildings, artifacts, documents and other items that reveal Louisiana's history and culture.
2. To educate, enlighten and provide enjoyment for the people of Louisiana, visitors and others through the development of exhibits, programs and presentations of Louisiana's history, culture and people.
3. To provide these services in accordance with the highest standards of professionalism, scholarship, management, and with the guidelines of the American Association of Museums.

## **Program Objectives**

- Objective 1.** The Louisiana State Museum will operate and maintain a statewide AAM-accredited system in accordance with the standards established by the American Association of Museums, and will open new and expanded facilities throughout the state.
- Objective 2.** The Louisiana State Museum will provide increased access to Museum activities and properties.
- Objective 3.** The Louisiana State Museum will preserve and expand Louisiana's cultural history.

**Objective 1. The Louisiana State Museum will operate and maintain a statewide AAM-accredited system in accordance with the standards established by the American Association of Museums, and will open new and expanded facilities throughout the state.**

### Strategies

- 1.1 Successfully renew the Museum's AAM accreditation for an additional ten year period, 2005-2015.
- 1.2 Establish a Louisiana Civil Rights Museum and African American Heritage Center in New Orleans by 2007.
- 1.3 Develop the Museum of North Louisiana History and Sports Hall of Fame in Natchitoches by 2007.
- 1.4 Complete and open a new Louisiana State Museum – Southern Regional Branch featuring the combined Wedell Williams Memorial Aviation and Cypress Sawmill Museum in Patterson by 2006 and the newly renovated E.D. White Historic Site in Thibodaux.
- 1.5 Develop new programming in the Old U.S. Mint and work in conjunction with the French Market Corporation in its redevelopment of the New Orleans French Market.
- 1.6 Continue to develop the statewide curator program: continue its support of cultural organizations and small museums statewide and expand it to include other institutional categories.
- 1.7 Continue development of the Capital Park Branch Museum in Baton Rouge.

### Indicators

Output	Number of sites/facilities/branches.
Outcome	Number of attendees at museum buildings. Number of attendees at all other museum presentations. Number of attendees at New Orleans museums. Number of attendees at Wedell Williams Museum. Number of attendees at Old Courthouse Museum. Number of attendees at E D White Historic Site. Number of collections items protected.
Quality	Percentage of AAM requirements met by Museum system. Percentage of AAM requirements met by New Orleans Museums. Percentage of AAM requirements met by Wedell Williams Museum. Percentage of AAM requirements met by Old Courthouse Museum. Percentage of AAM requirements met by E D White Historic Site.

## **Objective 2. The Louisiana State Museum will provide increased access to Museum activities and properties.**

### **Strategies**

- 2.1 Provide additional traveling exhibits throughout the state within the State Library system and other venues.
- 2.2 Provide on-line exhibits, publications and other resources through the Museum's Web page.
- 2.3 Establish additional school support through the Museum school/education programs, including "suitcase" exhibits and materials.
- 2.4 Secure Smithsonian Institution affiliate status by 2007.
- 2.5 Develop a long-term, detailed marketing plan.
- 2.6 Fully implement a computer-based ticketing system at all Museum properties, including Internet-based ticket purchasing and stand-alone kiosks in Tourism Welcome Centers.
- 2.7 Develop a lecture series program.
- 2.8 Continue participation in "Louisiana Life" and "Cultural Vistas" publication and development of new publishing opportunities and projects.

### **Indicators**

<b>Output</b>	Number of attendees at museum buildings.
	Number of attendees at all other museum presentations.
	Number of attendees at New Orleans museums.
	Number of attendees at Wedell Williams Museum.
	Number of attendees at Old Courthouse Museum
<b>Outcome</b>	Number of attendees at E D White Historic Site.
	Number of traveling exhibits.
	Number of parishes hosting traveling exhibits.
<b>Quality</b>	Number of times Internet site accessed.
	Percentage of AAM requirements met by Museum system.
	Percentage of AAM requirements met by New Orleans Museums.
	Percentage of AAM requirements met by Wedell Williams Museum.
	Percentage of AAM requirements met by Old Courthouse Museum.
	Percentage of AAM requirements met by E D White Historic Site.

## **Objective 3.     The Louisiana State Museum will preserve and expand Louisiana's cultural history.**

### **Strategies**

- 3.1     Augment the State's cultural treasury through purchase and receipt by gift of artifacts, documents and other materials that reflect the history and culture of Louisiana.**
- 3.2     Provide restoration, conservation and care of all Museum collections, including buildings.**
- 3.3     Maintain a Collections Management System that provides for conservation, research, maintenance, storage, documentation and accountability of the collection in accordance with the established standards of the American Association of Museums.**
- 3.4     Provide an ongoing collections inventory and cataloguing program.**
- 3.5     Provide research support to the citizens and scholars of Louisiana through the Museum Historical Center.**

### **Indicators**

<b>Output</b>	<b>Number of buildings/facilities.</b> <b>Number of collection items protected.</b>
<b>Outcome</b>	<b>Number of buildings protected.</b>
<b>Quality</b>	<b>Percentage of AAM requirements met by Museum system.</b> <b>Percentage of AAM requirements met by New Orleans Museums.</b> <b>Percentage of AAM requirements met by Wedell Williams Museum.</b> <b>Percentage of AAM requirements met by Old Courthouse Museum.</b> <b>Percentage of AAM requirements met by E D White Historic Site.</b>

## Office of State Museum Program Supporting Documentation

**A. Statement of Principal Clients and Users and Benefits Received:**

The Louisiana State Museum is a statewide educational institution that serves as a significant learning resource for the understanding and appreciation of Louisiana's cultural heritage for all citizens of and visitors to the State of Louisiana.

**B. List of External Variables Over Which the Museum has no Control:**

- Economic conditions, including tourism trends, state budget conditions, population variances, etc.
- Political climate of the areas in which Museum properties exist that might affect tourism in those areas.
- Weather events that might threaten building structures or contents.

**C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:**

The Louisiana State Museum is a single program that works out of a core base in New Orleans, supporting all branches of the program with a single administration and operations, thereby eliminating any possibility of duplication within the program.

**D. Statement of how the indicators will drive management decisions and other agency processes:**

The performance indicators incorporated into the Office of State Museum's Strategic Plan all measure how effectively OSM is presenting materials and/or reaching potential audiences. The indicators regarding AAM accreditation reflect the quality of Museum programming and management as it relates to standards set by a consensus of museum professionals and experts. Deviation from the target goals in these indicators will alert management to the need to reassess program and exhibit quality, scholarship levels and management techniques to evaluate how and why AAM standards are not being met.

If indicators relate that the attendance and audience numbers are not showing expected results, Museum management personnel will know that reassessment of programming and/or marketing strategies is needed. Combined with demographic information and surveys, management should have sufficient information to know what areas are lacking and what needs to be addressed, being mindful that external factors over which the Museum has no control may also be playing into the level of attendance at Museum properties.

**E. Authorizations for each goal:**

Act 83 of 1997; R.S. 36:201, 207A, 208C, 209E, and 909; Act 396 of 1976; Act 1513 of 1976; and Act 511 of 1982.

**F. Program Evaluation used to develop objectives and strategies:**

The Office of State Museum understands the enormous responsibility it has to protect and conserve the historic buildings and collection items entrusted to it. The State Museum constantly evaluates, surveys and studies ways to accomplish its mission in a more efficient and cost-effective manner, while maintaining the quality of exhibits and programming. The results of these evaluation processes were used to develop the objectives and strategies identified in this Strategic Plan.

Comment cards are distributed throughout Museum properties to solicit the reactions of Museum customers to exhibits and programs. The Museum conducts a number of surveys of various segments of its audience. In the future, a new ticketing system will allow the Museum to more accurately record demographic information, as well as build targeted surveys that are statistically significant rather than random.

Professional Museum organizations and similar State agencies are studied and evaluated constantly to monitor trends in history museums in order to be on the cutting edge. The Museum encourages staff professionals to build rapport with colleagues through membership and participation in professional associations and organizations.

**G. Primary Beneficiaries**

The Museum currently maintains and operates twelve historic properties statewide and a collection of artifacts which are made available to the citizens of Louisiana, students and scholars through exhibitions, publications, formal educational programs, symposia, lecture series, media and Internet projects. The State Museum functions as Louisiana's cultural treasury, supporting Louisiana's cultural identity for all Louisianians and the state's many visitors.

The properties of the State Museum represent Louisiana's architectural heritage dating back to 1788. Six of the Louisiana State Museum buildings are national historic landmarks: The Cabildo, Presbytere, Lower Pontalba Building, Madame John's Legacy, the Old U.S. Mint, and the E.D. White Historic Site. Consequently, the Louisiana State Museum is one of the largest protectors of historically significant properties in the United States. The Old Courthouse Museum in Natchitoches is a recorded historic landmark of the city of Natchitoches. The five remaining buildings, the Arsenal, Collections Facility, Jackson House, Creole House in New Orleans and the Wedell Williams Memorial Aviation Museum in Patterson, Louisiana are of regional and local significance. The Museum's most recent addition is the Capitol Park Branch in Baton Rouge, a state-of-the-art museum facility that will be an educational and cultural hub of the Baton Rouge community. Within these historic facilities the Museum preserves, researches and exhibits a large collection of jazz, decorative arts, folk art, fabric and textiles, science and technology, aviation, visual arts and historical manuscripts, prints, maps, and historic photographs illustrating the history and culture of Louisiana.

The State Museum is headed by the Museum Director, who also serves as Assistant Secretary of the Office of State Museum, an agency within the Department of Culture, Recreation and Tourism.

Clearly, the irreplaceable collections of the Louisiana State Museum are most important. The security, preservation and availability of these priceless pieces for the people of the State of Louisiana, as well as visitors to the State, dictate the need for the statewide Louisiana State Museum program, primarily benefiting the citizens of the State of Louisiana but serving the greater national and international community as well.

## **Office of State Parks**

**Agency Number 06-264**

**Fiscal Year 2005-2006 through 2009-2010**

### **Agency/Program Mission Statement**

The Office of State Parks serves the citizens of Louisiana and visitors by preserving and interpreting natural areas of unique or exceptional scenic value, planning, developing and operating sites that provide outdoor recreation opportunities in natural surroundings, preserving and interpreting historical and scientific sites of statewide importance and administering intergovernmental programs related to outdoor recreation and trails.

### **Agency/Program Goal**

The Office of State Parks will increase and improve opportunities for all Louisiana citizens and visitors to enjoy and appreciate Louisiana's natural, cultural and recreational resources by planning, constructing and operating a system of parks, historic sites and preservation areas in accordance with the highest standards of management, interpretation and conservation.

### **Program Objectives**

- Objective 1.** To increase the number of visitors served by the park system to at least 2,328,500 by the end of fiscal year 2009-2010.
- Objective 2.** To increase to 20,690 the number of interpretive programs and events offered annually by the park system by the end of fiscal year 2009-2010.
- Objective 3.** To complete 10 new or expanded facilities in accordance with the State Parks Master Plan by the end of fiscal year 2009-2010.
- Objective 4.** To increase the compliance rate of recreation projects funded through the Federal Land and Water Conservation Fund to 95% by the end of fiscal year 2009- 2010.



<b>Objective 1.</b>	<b>To increase the number of visitors served by the park system to at least 2,328,500 by the end of fiscal year 2009-2010.</b>
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**Strategies**

- 1.1 Maintain and operate all state park sites and facilities according to the highest standards of quality.
- 1.2 Provide all personnel with appropriate training, equipment and uniforms.
- 1.3 Revise and improve all agency policies and procedures.
- 1.4 Implement and upgrade all aspects of the Centralized Reservation System as feasible.
- 1.5 Develop and administer an orientation program for all new employees.
- 1.6 Promote the park offerings through marketing, public relations and outreach programs.
- 1.7 Conduct random surveys to measure the quality of visitors' experiences and receive suggestions for improvement.
- 1.8 Introduce new initiatives such as the American Wetlands Program and participation in other eco-cultural tourism programs in order to further enhance visitation.

**Indicators**

Input	Budget and staff.
Output	Annual visitation. Number of reservations taken.
Outcome	Percent change in annual visitation.
Efficiency	Operating cost of the park system per visitor. Number of new facilities repaired, renovated or replaced.

<b>Supporting Documentation for Objective #1 Performance Indicators</b>
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**Rationale/Appropriateness**

Visitation is one way to measure the number of people served by the park system. The visitation figure will include those who travel to parks but will not include participants in off-site park programs offered or off-site outreach activities participated in, such as school-based programs and community events. The visitation figures will not include the "opportunity value" or "existence value" of the park to non-users. That is, the value of having the option to use said facilities and the value of preserving significant sites and resources for future generations are not contemplated in the set of indicators related to the number of people served by the park system. The number of operational sites is included as an input indicator as a means of factoring in the effect of having greater accessibility to the agency's sites.

### **Primary Beneficiaries**

The primary beneficiaries of the agency's efforts to achieve Objective #1 are the visitors themselves. The agency's efforts are geared toward (1) building awareness of park offerings among potential first-time or infrequent visitors, (2) ensuring customer satisfaction and (3) encouraging repeat visitation.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology, etc.**

Visitation data is collected annually and is included in a comprehensive report that includes total annual visitation and further breaks down visitation by in-state versus out-of-state visitation, day use versus overnight use, and visitation per site and per month. The visitation data is generated at the park gate and is collected on a fiscal year (July 1 - June 30) basis.

The percentage change in visitation is calculated using the standard formula:

$$\frac{V_2 - V_1}{V_1}$$

The first efficiency indicator, operating cost per visitor, is calculated by dividing the final expenditures of the park system by the number of visitors as reported in the latest OSP annual report on visitation and comparing the same information as reported by the other states' park systems in the annual report of the National Association of State Park Directors.

### **Limitations of the Indicators**

As mentioned above, the visitation data is fairly conservative in that it only counts the number of people directly, but not indirectly, served by the park system. The visitation data only reflects the number of people served on-site and excludes participants who come in contact with the park system through off-site events and outreach programs. Also, comparisons to other states are not always indicative of efficiency due to differences in methods of collecting visitation information. Louisiana counts the actual visitors entering the parks through entrance stations, but many other states do not have entrance stations and use traffic counters and multipliers to determine visitation.

<b>Objective 2.</b>	<b>To increase to 20,690 the number of interpretive programs and events offered annually in the park system by fiscal year 2009-2010.</b>
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#### **Strategies**

- |     |   |
|-----|---|
| 2.1 | Increase staff participation in interpretive training programs, outreach initiatives and research projects.                         |
| 2.2 | Increase the number and variety of interpretive programs and events offered.  |
| 2.3 | Review and evaluate interpretive programming to ensure quality of the programs.   |
| 2.4 | Offer new, targeted programs such as the Youth Outdoor Experiential Learning Program and the Childhood Healthy Life Styles Program. |

#### **Indicators**

- |            |   |
|------------|---|
| Input      | Baseline number of programs and events offered annually.  |
| Output     | Number of interpretive programs and events offered annually.<br>Number of program and event participants.<br>Number of programs offered off-site.<br>Number of outreach activities attended off-site. |
| Outcome    | Percentage change in number of programs and events offered annually.  |
| Efficiency | Cost of interpretive programming per participant.<br>Ratio of participants at events to total visitation.   |

### **Supporting Documentation for Objective #2 Performance Indicators**

#### **Rationale/Appropriateness**

Increasing the number and diversity of interpretive programs serves two complementary functions of the park system. First, program development encourages research of the culture, era, architecture, people, events, ecosystem, etc. that will be the subject of the program. Second, special programs help drive visitation by piquing the interest of first-time visitors and encouraging past visitors to return for new experiences. Therefore, programs enhance the educational value of the site and create opportunities for the park to reach more people with that information.

While program participation is measured, the output and outcome indicators focus on the number of programs developed and offered. Interpretive programs have been characterized as entertaining education. It is the goal of the agency to ensure that efforts at entertainment do not overshadow the educational component. If interpretive programs are deemed successful only in terms of participation, the interpretive staff would not be encouraged to approach unique angles of research and

academic pursuits in furtherance of the educational mission of the park system. Therefore, the number of programs rather than the number of participants

is the appropriate measurement of the agency's achievement in interpretation. The measurable impact of programs on visitation is already covered in the strategic plan under Objective #1.

### **Primary Beneficiaries**

The primary beneficiaries of the agency's efforts to achieve Objective #2 are the program participants and educators, preservationists, academicians, local children (schools) and communities.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology, etc.**

The number of programs offered each year is determined by a number of factors. Each site within the park system submits to the central office an annual list of programs it would like to offer during the next fiscal year. The interpretive staff evaluates the pool of requests on the basis of a number of factors including staff availability, scheduling, budget constraints and the proposed program's historical and scientific validity. The approved list of programs is set at the beginning of the year. Any changes (cancellations or additions) will be included in the final program count.

The number of interpretive programs offered has increased dramatically over the last several years with the introduction of new interpretive rangers at many sites where interpretive programming had never been offered before, or had only been offered on a very limited basis. The number of programs should continue to rise steadily over the next several years.

Participation in the programs is measured at the site of the event and is reported to the central office. The park staff and public information section promotes the events through press releases and other media where possible. The efficiency indicator will be obtained by dividing the total expenditures of the interpretive budget by the total number of interpretive program participants annually.

### **Limitations of the Indicators**

Under the current system, all programs are counted equally. This is a limitation because some programs are extremely labor-intensive and costly, while others are more modest, such as guided nature walks. Further, some programs may appear modest but require extensive research and preparation. The agency seeks to increase the number of programs

offered; yet at the same time, it seeks to maintain balance in the type of programs offered.

For purposes of data collection, an “interpretive program or event” is defined as an on-site program open to the public and scheduled prior to the start of the fiscal year as well as any program that was not planned in advance, such as programs planned for special groups, programs on demand and basic site tours that are attended. The number does not include off-site programs or off-site outreach activities.

<b>Objective 3.</b>	<b>To complete 10 new or expanded facilities in accordance with the State Parks Master Plan by the end of fiscal year 2009-2010.</b>
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**Strategies**

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|-----|--|
| 3.1 | Pursue the development and completion of facilities contained in the Office of State Parks 15-Year Master Plan.          |
| 3.2 | Develop and implement a system to inventory the resources at all sites through the capital outlay program.               |
| 3.3 | Analyze the relationships between resources.   |
| 3.4 | As appropriate, collaborate with experts from area universities, public agencies and/or professional experts.            |
| 3.5 | Delineate the functionality of each site's resources and recreational or interpretive potential.                         |
| 3.6 | Constantly review trends and demands in resource management and park development to ensure all sites' plans are current. |

**Indicators**

- |         |  |
|---------|--|
| Input   | Number of new/expanded sites contained in 15-year master plan.<br>Number of operational sites.   |
| Output  | Number of projects requested in Capital Outlay.  |
| Outcome | Total number of sites with a current master plan.<br>Number of new/expanded sites.<br>Number of projects funded in Capital Outlay.<br>Percentage of sites with a current master plan.<br>Number of new or expanded facilities completed. |

<b>Supporting Documentation for Objective #3 Performance Indicators</b>
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**Rationale/Appropriateness**

The State Parks Master Plan, 1997-2012 is a comprehensive planning document prepared for the Department of Culture, Recreation and Tourism, Office of State Parks. The purpose of this plan is to guide the acquisition, development and management of Louisiana's State Parks System for the next fifteen years or, in this case, the remaining 8 years of the plan. This State Parks Master Plan 1997-2012 is a product of a comprehensive, team-oriented study and assessment. This approach combines statistical analyses, examinations of national recreation planning trends, professional expertise, user input and the Office of State Parks staff judgements. The outcome is a recommended plan of action to improve the Louisiana State Parks System over the remaining 8 years of the 15-year plan.

An individual "master plan" is a document that provides a blueprint for the location of current and future facilities, taking into consideration the location of ecological and cultural resources. A "current" master plan is one that is reflective of present-day resources and recreational or interpretive needs.

Progress should be measured on a site-by-site basis. While there are indicators relating to the number of acres and operational sites in the park system, these are merely input indicators that give some idea about the extent of the work involved.

### **Primary Beneficiaries**

The primary beneficiaries of the agency's efforts to achieve Objective #3 are today's visitors who may enjoy the sites in top condition, and future generations of visitors who may enjoy the same.

### **Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology, etc.**

Much of the data collection and development of the master plans will be done in conjunction with other public agencies, universities and professionals as warranted, and in conjunction with the plans and specifications for construction.

Semi-annually, the agency will evaluate the rate of progress. Deadlines will be set to ensure that the five-year objective is met, as well as the objectives contained in the annual operating plan.

### **Limitations of the Indicators**

This indicator is limited by its dependence on the capital outlay budget, but once a facility is in the system, complete or partial funding will be approved according to the priority and sale of bonds.

<b>Objective 4.</b>	<b>To increase the compliance rate of recreation projects funded through the Federal Land and Water Conservation Fund to 95% by the end of fiscal year 2009- 2010.</b>
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#### **Strategies**

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|------------|--|
| <b>4.1</b> | <b>Process billing and conduct compliance inspections for LWCF construction projects so that all projects have been inspected in accordance with federal standards (at least once every five years).</b> |
| <b>4.2</b> | <b>Review state and federal permits for impact on park and recreation projects as required by LWCF standards.</b>  |
| <b>4.3</b> | <b>Ensure that all new project applicants are fully aware of compliance requirements at outset.</b>  |
| <b>4.4</b> | <b>Ensure that all new recreation projects meet at least one of the top needs identified in the Statewide Comprehensive Outdoor Recreation Plan (SCORP).</b>   |

#### **Indicators**

- |                   |   |
|-------------------|---|
| <b>Input</b>      | <b>Number of Land and Water Conservation Fund (LWCF) projects.</b>  |
| <b>Output</b>     | <b>Number of new LWCF projects funded annually.<br/>Number of LWCF projects inspected annually.</b>   |
| <b>Outcome</b>    | <b>Number of LWCF projects in good standing.<br/>Percentage of LWCF projects in good standing.</b>  |
| <b>Efficiency</b> | <b>Percentage of new projects funded meeting at least one of the top needs identified in the Statewide Comprehensive Outdoor Recreation Plan (SCORP).<br/>Ratio of number of projects inspected and permits reviewed to the number of project officers.</b> |



## **Supporting Documentation for the Objective #4 Performance Indicators**

### **Rationale/Appropriateness**

As per RS 56:1803, the Assistant Secretary of the Office of State Parks is designated as the authorized representative of the State of Louisiana under the federal Land and Water Conservation Fund Act, and the Office of State Parks is charged with the duties of administering and monitoring recreation projects funded through the Land and Water Conservation Fund.

The Land and Water Conservation Fund did not receive federal funding for five years. However, there are approximately 613 projects throughout the state that, because they received funding through the federal program, must continue to comply with federal requirements. For its part, the Office of State Parks is required to inspect each project at least once every five years, and must review all environmental permits submitted by local entities to determine the impact on recreational sites (approximately 1,100 annually).

Therefore, the agency is required to inspect sites and review permits. The reason for the inspections and review is to ensure that the projects remain in good standing with the U.S. Department of Interior.

Since FY 2000-2001, Land and Water Conservation Fund monies have been appropriated by Congress.

It is the objective of the agency to achieve a high rate of projects in good standing with the U.S. Department of the Interior not only because it is required by law, but also because federal funds are now available and are likely to increase in the future. It will serve the agency well to have maintained a positive track record of administering the program.

The efficiency indicator contemplates the labor-intensive nature of the work involved in monitoring compliance with the federal program and relates such to the small number of staff (four) who oversee the program in addition to their regular agency duties.

### **Primary Beneficiaries**

The primary beneficiaries of the agency's efforts to achieve Objective #4 are recreation enthusiasts who take advantage of the recreational offerings made available through the LWCF program in the past and those that will become available in the future.

**Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology, etc.**

The agency annually tracks the number of projects inspected, permits reviewed, new projects funded and projects in good standing and submits this information to the U.S. Department of the Interior. This data will be included in the strategic planning reports required by the state as well.

**Limitations on the Indicators**

As time passes, more and more projects are likely to fall out of compliance. However, the agency (through inspections and permit reviews) can neither provide rewards nor penalties based on compliance. The agency can merely inform the entities of any deficiencies and encourage corrective action. However, the state remains ultimately responsible for site compliance, meaning that the state would have to pay the cost to bring the site into compliance if the local entity does not take corrective action. According to the federal law on the subject, noncompliance in LWCF projects puts all federal funding received by the state of Louisiana in jeopardy.

## Office of State Parks Program Supporting Documentation

**A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:**

As specified in its enabling legislation, the Office of State Parks is established to serve all Louisiana residents and their visitors. Included in this broad classification are tourists, school groups, educational institutions, academicians, historians, preservationists, recreation enthusiasts (cyclists, anglers, canoeists, hikers, campers, birders, runners, etc.), educators, scouting, Friends, 4H and other service organizations, state, federal and local agencies and professional and recreational organizations. Through its preservation role, the agency serves the interests of the above-mentioned groups, plus future generations of Louisiana citizens and visitors including those who do not avail themselves of park services. The benefit derived by these groups is the opportunity to take advantage of state's recreational resources and to learn about its natural, cultural and historical resources. Other beneficiaries of the agency's program are related businesses (e.g. canoe outfitters, bait shops, sutlers, tour operators, etc.) and support businesses and attractions (museums, hotels, shops, restaurants, gas stations, etc.). Their benefits are economic.

**B. List of external variables:**

The successful accomplishment of the agency's goals and objectives is heavily dependent upon a number of external variables. For example, visitation and quality of the park experience are affected by the weather, insects, lake draw-downs, hurricanes, floods, winter storms, tornadoes, power outages, droughts, pine beetle infestations and the aftermath associated therewith. Mechanical breakdowns, construction projects and major repairs impact and often temporarily disrupt access and /or services to the public. Further, the economy, highway signage (and lack thereof), funding levels and changing demographics and recreation trends will have an impact on the achievement of the program's goals.

**C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:**

The Office of State Parks has only one program, and one program goal. The program objectives complement each other in the achievement of the program goal.

**D. Statement of how the plan will drive management decisions and other agency processes:**

The strategic planning process has been the impetus for the agency to evaluate opportunities for improved and increased service to the public. Armed with a clear mission, a thorough self-assessment and stakeholder analysis, the agency formulated goals, objectives, strategies and priorities. As a result of the planning process, the agency has focused on a proactive approach to the management and conservation of its natural and man-made resources. The agency also plans to make a priority its investment in the human resources of the agency, through the development of new employee orientation programs and increased training opportunities in customer relations, interpretation, educational opportunities related to job performance in addition to law enforcement, safety and first aid training programs. Annually, the agency will measure the effectiveness of the strategies in the attainment of the desired outcomes. Based on the measurements, and taking into account the impact of any external variables, the agency will be able to determine the need to modify its strategies and reallocate resources.

**E. Authorizations for each goal:**

The Office of State Parks has one goal which is authorized under both La. RS 36:201 et seq. and La. RS 56:1681 et seq.

**F. Program evaluation used to develop objectives and strategies:**

In establishing its objectives and strategies, the agency referred to the Louisiana State Parks Master Plan 1997-2012, the Statewide Comprehensive Outdoor Recreation Plan, the 1998 Stakeholder Analysis, the Governor's Four- and Eight-Year Plans, the Master Plan for Marketing State Parks, the current interpretive program list and the agency's annual visitation reports.

The Louisiana State Parks Master Plan 1997-2012 is the guiding document for the acquisition, planning and construction of new and existing sites and facilities. In addition to the recommendations contained in the fifteen-year master plan, the agency regularly receives requests to conduct feasibility studies for the acquisition and development of other sites. The Division of Resource Planning and Development is responsible for these projects, repair and expansion projects and technical assistance provided to other state and local entities as requested. The number of capital outlay projects, feasibility studies, technical assistance projects and repair work undertaken depends on the needs and requests in a given year. Those activities are not contemplated under this strategic plan.

# **OFFICE OF CULTURAL DEVELOPMENT**

**Agency Number 06-265**

**Fiscal Year 2005-2006 through 2009-2010**

## **Agency Mission**

The mission of the Office of Cultural Development is to preserve, promote and protect Louisiana's irreplaceable heritage of archaeological sites and historic buildings and to provide quality arts experiences and education to all Louisiana citizens while developing Louisiana's cultural economy.

## **Agency Goals**

- I.** The Office of Cultural Development will increase preservation and protective efforts of the state's cultural resources and positively impact Louisiana's economy through the development of those resources.
- II.** The Office of Cultural Development will ensure that every citizen and visitor to the State of Louisiana will have access to quality arts programming.

## **Program A: Cultural Development**

### **Program Mission**

The cultural development program has two main parts, Archaeology and Historic Preservation. Together they administer statewide programs to survey, preserve and provide technical assistance and education about Louisiana's historic buildings and sites and archaeological sites and objects that convey the state's rich heritage.

### **Program Goal**

The cultural development program will expand the state's database of surveyed cultural resources, ensure the preservation of those resources, and use them to interpret Louisiana's history and educate the public about it.

### **Program Objectives**

- Objective 1.** By 2010, 65% of the state's parishes will be surveyed to identify historic properties.
- Objective 2.** Between 2005 and 2010, increase the number of archaeological sites recorded or updated by 14%.
- Objective 3.** Assist in the restoration of 475 historic properties by 2010.
- Objective 4.** Increase promotion and awareness of Louisiana's archaeological heritage through the regional and station archaeology programs by contacting 375 landowners, and by conducting 50 interpretive projects, by 2010.
- Objective 5.** Provide approximately 75,000 citizens with information about archaeology between 2005 and 2010.
- Objective 6.** Create 750 new jobs and recruit 500 new businesses in designated Main Street historic districts between 2005 and 2010.
- Objective 7.** Review 100% of the federally funded, licensed, or permitted projects submitted to assess their potential impact on historic and archaeological resources.

**Objective 1. By 2010, 65% of the state's parishes will be surveyed to identify historic properties.**

**Strategies**

- 1.1** Expand number of buildings added to survey.
- 1.2** Increase acreage surveyed.
- 1.3** Increase properties recorded by measured drawings.
- 1.4** Fully implement federal and state programs mandated for the purpose of this objective.

**Indicators**

<b>Input</b>	Number of acres surveyed for inventory.
<b>Output</b>	Number of buildings surveyed annually.
<b>Outcome</b>	Number of properties recorded with measured drawings. Cumulative percentage of parishes surveyed to identify historic properties.
<b>Quality</b>	Louisiana's rank as compared with the other State Historic preservation programs for amount of land surveyed and number of buildings recorded.

**Supporting Documentation for Objective #1 Performance Indicators**

**Rationale/Appropriateness**

We are required to report the number of buildings and acres surveyed as part of our annual federal grant process. Eventually, the survey will have to cover the entire state. The number of acres surveyed gives a good indication of our progress toward that goal, and the number of buildings surveyed gives us a good indication of our progress when it is compared with previous work. Our federally approved comprehensive historic preservation plan mandates recording the broad range of our most significant historic buildings using measured drawings. The absolute count of buildings recorded gives us a good benchmark of our progress in recording all of the state's most significant properties. The cumulative percentage of parishes surveyed allows us to determine how much progress we have made to surveying the entire state for historic properties. Finally, our quality rank for amount of land surveyed and buildings recorded gives an indication of the effectiveness of our program and staff when compared with other states.

**Primary Beneficiaries**

The survey program primarily benefits governmental agencies that must undergo environmental review for federally sponsored or licensed projects. It also benefits present and future scholars by enabling them to study the full scope of Louisiana's architectural heritage. Finally, the survey program benefits the Historic Preservation staff by providing it with research resources that enable it to assess properties' significance and eligibility for the National Register.

Recording properties with measured drawings primarily benefits future scholars by providing detailed information about Louisiana's most significant historic properties.

### **Data Collection Procedure/Calculation Methodology**

Survey data on acreage and on number of buildings surveyed is reported quarterly by contract surveyors working under federal grants. Acreage is determined using U.S. geological survey 7 ½ minute quad maps. A grid is placed over each map to read the acreage. Number of buildings is determined by absolute count and verified by the professional staff. The number of buildings recorded with measured drawings is also obtained from quarterly reports submitted by universities as part of our grants program. The number of parishes surveyed is compiled from a manual count from our files. Our quality rank for land surveyed and buildings recorded is issued annually as part of a National Park Service publication.

### **Limitations of the Indicators/External Factors**

Objective 1 strategies are primarily driven by federal grant funds. Therefore, a federal appropriations change would affect the output of these programs. The data published annually by the National Park Service on amount of land surveyed is reported not in acres as a unit of measure, but in hectares.

### **Duplication**

There is no duplication of operations between programs.

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency implementing these various federally and state mandated historic preservation programs.



**Objective 2. Between 2005 and 2010, increase the number of archaeological sites recorded or updated by 14%.**

**Strategies**

- 2.1** Expand acres surveyed for archaeological cultural attributes.
- 2.2** Increase number of sites recorded or updated.
- 2.3** Increase number of sites tested.
- 2.4** Continue to professionally manage artifact collections derived from site testings and mitigation, as well as their associated records.

**Indicators**

<b>Input</b>	Number of acres surveyed for archaeological sites.
<b>Output</b>	Number of archaeological sites newly recorded or updated annually.
<b>Outcome</b>	Cumulative number of site records administered.
<b>Efficiency</b>	Ratio of staff members to cumulative number of site records administered.

**Supporting Documentation for Objective #2 Performance Indicators**

**Rationale/Appropriateness**

Recording, updating, and testing archaeological sites are the methods by which Louisiana's archaeological resources are evaluated for importance and degree of preservation. The Office of Cultural Development administers the state's official records of more than 16,000 sites. Multi-page paper records about each site are archived in two locations, the information is entered in computer databases, and the locations are digitized (G.I.S.).

**Primary Beneficiaries**

The primary beneficiaries of the agency's efforts are landowners, land managers who request and receive information about sites on their properties, governmental agencies, developers, and planners who need to know if important sites are in project areas, and professional archaeologists who use the records for research, education, and management projects.

**Data Collection Procedure/Calculation Methodology**

Professional archaeologists working in Louisiana provide written reports for the Division of Archaeology that include the number of acres surveyed, descriptions of sites recorded or updated, and information about sites that are archaeologically tested. The agency tallies this data daily, as it is processed, and compiles it quarterly. The number of site records administered is totaled for the state annually. To compute the ratio of staff members to site records administered, the cumulative number of sites for which the agency has records is divided by the number of permanent, full-time staff members.

**Limitations of the Indicators/External Factors**

The number of sites recorded, updated, and tested fluctuates based on the number and type of federal and state projects that have archaeological surveys.

**Duplication**

There is no duplication of operations between programs.

### **Objective 3. Assist in the restoration of 475 historic properties by 2010.**

#### **Strategies**

- 3.1** Increase the number of historic properties listed on the National Register.
- 3.2** Administer tax credit programs for the restoration of historic commercial buildings.
- 3.3** Allocate funds for the emergency restoration of endangered properties.
- 3.4** Provide funding for the Main Street Downtown Facade Restoration program.
- 3.5** Fully implement federal and state programs mandated for the purpose of this objective.

#### **Indicators**

<b>Output</b>	Number of historic properties restored using grants.
<b>Outcome</b>	Properties renovated through the Tax Credit programs. Private investment generated through Tax Credit programs. Number of properties placed on the National Register. Number of historic properties preserved.
<b>Efficiency</b>	Private investment leveraged in Louisiana historic properties for every dollar of state/federal investment.
<b>Quality</b>	Louisiana's rank as compared with the other State Historic Preservation programs for properties preserved under the federal Historic Rehabilitation Tax credit.

### **Supporting Documentation for Objective #3 Performance Indicators**

#### **Rationale/Appropriateness**

We are required to report most of these figures as part of our annual federal grant application process. We are also required to report the number of properties listed in the National Register as part of our annual federal grant process. In addition, the number of properties entered into the Register gives a good year-by-year indication of the progress of the Register program in recognizing Louisiana's most significant historic properties. The federal and state Tax Credit programs for historic preservation generate by far the largest number of private dollars of any of our programs. The number of buildings renovated and the amount of private investment leveraged provides excellent documentation for these programs' impact upon the economy and especially the construction industry. Comparing the total amount of private investment leveraged in our various historic preservation programs with our state and federally budgeted dollars shows the value and efficiency of historic preservation in our state. Finally, our quality rank for properties preserved through the federal tax credit gives an indication of the effectiveness of our program and staff in this area.

## **Primary Beneficiaries**

The Federal Tax Credit and the State Tax Credit programs primarily benefit the business community by providing economic incentives to develop historic properties for commercial purposes. They also benefit the tourism industry by developing tourist attractions: restaurants, tour homes, bed and breakfasts, etc. Finally, they benefit the tourism industry by providing for the preservation and restoration of large numbers of historic properties that enhance Louisiana as a tourism draw. The National Register program primarily benefits property owners and developers. The National Register conveys high honor and various financial benefits, most notably a federal tax credit to encourage the restoration of historic commercial buildings. The National Register also benefits planning agencies by providing a viable means by which to determine the most significant properties from among the vast collection of older standing structures in our state.

Emergency restoration grant funding primarily benefits the overall Louisiana preservation community. Its purpose is to “buy some time” for an endangered historic property to allow the preservationist community time to affect its ultimate preservation.

Providing Main Street program facade grants benefits business owners in historic downtowns by improving the appearance of their properties. It also benefits the overall business community in each historic downtown by improving the overall appearance of the downtown and its marketability.

## **Data Collection Procedure/Calculation Methodology**

The number of buildings restored using grants is maintained by absolute count and reported annually as part of our federal grants process. Private investment generated through the tax credit programs is tracked through a logging system and an electronic database. The number of buildings restored is similarly tracked. Each year, we compare the amount of private investment generated by our historic preservation programs with the number of federal and state dollars budgeted for this agency. That gives us an absolute comparison of the number of private dollars leveraged for every dollar of federal and state investment. The National Register staff maintains the number of properties added to the National Register. Finally, the National Park Service compiles our ranking regarding the Federal Rehabilitation Tax credit annually.

## **Limitations of the Indicators/External Factors**

We track new tax credit project proposals as we receive them in the form of National Park Service Rehabilitation Tax Credit Application Part 2 forms. Occasionally a proposed project that we track and record will not go forward. This may occur for a variety of reasons, but it is usually because the financial arrangements “fell through.” In addition, we record and track projected project costs (value of investment) that are contained within each

National Park Service Rehabilitation Tax Credit Application Part 2 form that is submitted. Often the final construction cost exceeds the projected cost, thus our reported figure may well be low. For our state tax credit program, we track those projects in similar fashion.

Because our grants programs are driven by federal and state appropriations, a budget change will affect the productivity of these programs. In addition, economic development programs such as the federal Historic Preservation Tax Credit can be adversely impacted by an economic downturn. Finally, tax credit figures may vary from year to year for another reason. We may process one or two very large projects in a given year, which will drive the dollar figure up for that particular year. The following year, the dollar figure may be lower which may register as a downturn in program activity even though we are still handling a large number of projects.

### **Duplication**

There is no duplication of operations between programs.

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency implementing our tasks under these various federally and state mandated historic preservation programs.

**Objective 4. Increase promotion and awareness of Louisiana’s archaeological heritage through the regional and station archaeology programs by contacting 375 landowners, and by conducting 50 interpretive projects, by 2010.**

**Strategies**

- 4.1** Contact landowners to request permission to record site locations and to encourage protection of archaeological sites on their properties.
- 4.2** Meet with collectors to identify artifacts, to record site locations, and to encourage site preservation.
- 4.3** Implement long term research plans and research projects designed to enhance interpretive plans and fieldwork projects related to site management at Poverty Point and Los Adaes.
- 4.4** Increase archaeological sites recommended for listing on the Louisiana Register of State Archaeological Landmarks.

**Indicators**

<b>Input</b>	Number of regional and station archaeology programs funded.
<b>Output</b>	Number of landowners contacted by regional archaeologists.
<b>Outcome</b>	Number of interpretive projects completed by station archaeologists.
<b>Efficiency</b>	Average number of sites newly recorded or updated by each regional archaeologist. Average number of interpretive projects completed by each station archaeologist.

**Supporting Documentation for Objective #4 Performance Indicators**

**Rationale/Appropriateness**

Increased promotion and awareness of Louisiana’s archaeological heritage will increase appreciation and protection of the state’s most important sites. Direct contact with landowners, collectors, and state historic site managers occurs through the regional and station archaeology programs, funded by the agency through grants. These archaeologists undertake interpretive projects and recommend sites for listing on the Louisiana Register of State Archaeological Landmarks.

**Primary Beneficiaries**

The primary beneficiaries are landowners, state agencies, and the general public.

### **Data Collection Procedure/Calculation Methodology**

Regional and station archaeologists provide annual reports that include counts of the number of landowners and collectors assisted, the number of interpretive projects completed, the number of sites recommended for listing on the Louisiana Register of State Archaeological Landmarks, and the number of newly recorded or updated sites. The annual average number of sites newly recorded or updated by each regional archaeologist is calculated by dividing the total number of sites regional archaeologists record by the total number of regional archaeologists. The annual average number of interpretive projects completed by each station archaeologist is calculated the same way.

### **Limitations of the Indicator/External Factors**

The numbers fluctuate because of weather, variances in the number of invitations from landowners and collectors, and budget fluctuations.

### **Duplication**

There is no duplication of operations between programs.

**Objective 5. Provide approximately 75,000 citizens with information about archaeology between 2005 and 2010.**

**Strategies**

- 5.1** Expand public-private partnership to enhance heritage education efforts.
- 5.2** Provide, and increase, state documents and databases on the Internet.
- 5.3** Coordinate annual Archaeology Week activities.
- 5.4** Produce and distribute archaeology booklets and web materials to the public.
- 5.5** Continue distribution of classroom archaeology materials to schools.
- 5.6** Fully implement federal and state programs mandated for the purpose of this objective.

**Indicators**

<b>Input</b>	Number of Archaeology Week events coordinated. Number of web-based booklets and modules.
<b>Output</b>	Number of archaeology teacher materials distributed. Number of archaeology booklets distributed.
<b>Outcome</b>	Number of hits on our Internet modules. Number of participants attending Louisiana Archaeology Week activities. Number of persons reached with booklets, web site and Archaeology Week.
<b>Efficiency</b>	Ratio of staff members to booklets distributed.

**Supporting Documentation for Objective #5 Performance Indicators**

**Rationale/Appropriateness**

Through various media, the agency provides Louisiana's residents and visitors with accurate information about archaeology and the state's cultural heritage.

For the near future, three primary avenues will be used to provide public information: printed materials, Louisiana Archaeology Week events, and Internet-based modules. Recording the number of publications distributed, the number of persons attending Archaeology Week activities, and the number of hits on the Internet modules, gives an estimate of the number of people reached and points out the relative effectiveness of the media.

**Primary Beneficiaries**

Primary beneficiaries are the general public, teachers, and students. Louisiana more than 16,000 recorded archaeological sites, including some of the earliest and best-preserved Indian mound sites as well as some of the most significant



historic colonial sites in the country. The residents, visitors, and especially the students and teachers, are hungry for information about these archaeological resources. The agency focuses its archaeology public information efforts on providing information to libraries, schools, and the interested public.

### **Data Collection Procedure/Calculation Methodology**

Various collection strategies are used to count the number of persons receiving the agency's public information. The number of Archaeology Week events is derived from the schedule of activities. The agency counts the number of printed archaeology materials it distributes quarterly. Host coordinators report audience size for Archaeology Week events annually. The ratio of staff members to booklets distributed is calculated by dividing the total number of archaeology booklets distributed annually by the total number of full-time, permanent archaeology staff members. The number of hits on our Internet modules is monitored electronically.

### **Limitations of Indicators/External Factors**

The number of archaeology materials distributed is influenced by the number of requests received, the number of items in print, and by our movement to more web-based materials. The number of host organizations, weather, and other local activities affect the number of people attending Archaeology Week events.

### **Duplication**

There is no duplication of operations between programs.

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction.

**Objective 6. Create 750 new jobs and recruit 500 new businesses in designated Main Street historic districts between 2005 and 2010.**

**Strategies**

- 6.1** Fund and supervise Main Street historic downtown revitalization programs to certified local governments.
- 6.2** Fully implement federal and state programs mandated for the purpose of this objective.

**Indicators**

<b>Input</b>	Main Street communities participating.
<b>Output</b>	Number of new jobs created by the Main Street program. Number of new businesses recruited through Main Street.
<b>Outcome</b>	Private investment leveraged through the Main Street program. Property transactions generated through the Main Street program.

**Supporting Documentation for Objective 6 Performance Indicators**

**Rationale/Appropriateness**

We enter into a written agreement with each participating Main Street community. Businesses generated by the Main Street program is a standard measure of economic development programs. This is also true for private investment leveraged per public dollar invested. Also, the dollar value of property transactions gives a good indication of expanding economic activity in historic downtowns. It shows that buildings are changing hands and new businesses are developing. Also, tracking private investment for every dollar of federal/state investment demonstrates our program's value and efficiency.

**Primary Beneficiaries**

The Main Street program is designed to capitalize upon a community's historic resources to promote economic revitalization. Primary beneficiaries are business owners, Chambers of Commerce, property owners and, in a larger sense, the citizenry of each community.

**Data Collection Procedure/Calculation Methodology**

The number of Main Street communities participating is derived from a manual count of our current written agreements with communities. Businesses recruited, private investment leveraged, and property transactions are all reported by local program coordinators on a quarterly basis. These reports are part of their

requirements under the written agreements. Overall figures are compiled and tabulated by the professional Division of Historic Preservation staff. Each year, we compare the amount of private investment generated by historic preservation programs with the number of federal and state dollars budgeted for this agency. That provides a ratio of the number of private dollars leveraged for every governmental dollar.

### **Limitations of the Indicators/External Factors**

Because these program activities are driven by Federal and State grants, an allocation change at either level would impact program activity. In addition, the Main Street program, like any other economic development program, may be affected by an economic cycles.

### **Duplication**

There is no duplication of operations between programs.

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency implementing these various federally and state mandated historic preservation programs.

**Objective 7. Review 100% of the federally funded, licensed, or permitted projects submitted to assess their potential impact on historic and archaeological resources.**

**Strategies**

- 7.1** Review federal projects and applications for licenses and permits for their impact upon historic properties and archaeological resources.
- 7.2** Fully implement federal and state programs mandated for the purpose of this objective.

**Indicators**

<b>Input</b>	Number of federal projects reviewed annually.
<b>Output</b>	Number of researcher visits annually.
<b>Outcome</b>	Number of archaeological reports about federal projects reviewed annually.
<b>Efficiency</b>	Percentage of proposed projects reviewed.
<b>Quality</b>	Rank of state program for number of federal projects reviewed as compared with the other state programs.

**Supporting Documentation for Objective #7 Performance Indicators**

**Rationale/Appropriateness**

Federal law requires that each state historic and archaeological preservation office review certain projects and applications for their effect on archaeological resources and historic properties. The Office of Cultural Development staff reviews these projects' descriptions and makes recommendations when the undertakings may affect important resources. Researchers use the office's records, reports, and GIS database to summarize known resource information prior to conducting surveys. Following the fieldwork, they submit reports summarizing their findings. The office staff reviews the reports and makes recommendations to the appropriate federal agencies.

**Primary Beneficiaries**

The primary beneficiaries are federal agencies, landowners, land managers, developers and professional archaeologists.

The primary clients for environmental review and State Capitol Historic District review are agencies that need to fulfill legally mandated responsibilities to ensure that their undertakings do not adversely impact archaeological sites and historic properties.

**Data Collection Procedure/Calculation Methodology**

The number of federal project descriptions and applications received in the office are counted and recorded daily. Researchers sign in when they come to

use the agency records, and the number of researchers is tabulated quarterly. Staff archaeologists record the number of reports as they are reviewed and the number of cubic feet of collections as they are accessioned. These are tabulated quarterly.

### **Limitations of Indicators/External Factors**

The number and type of federal projects, and the number of applications for federal permits and licenses, directly affect the number of descriptions of undertakings reviewed, the number of researcher visits, and the number of reports reviewed.

Because projects under this objective are dependent upon state funding, a change in state appropriations to the various owner/agencies will change the number of projects.

### **Duplication**

There is no duplication of operations between programs.

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency implementing these various federally and state mandated historic preservation programs.

## **Program B: Arts**

### **Program Mission**

The arts are an essential and unique part of life in Louisiana to which each citizen has a right. The Louisiana Division of the Arts (LDOA) is the catalyst for participation, education, development and promotion of excellence in the arts. It is the responsibility of the Division to support established arts institutions, nurture emerging arts organizations, assist individual artists, encourage the expansion of audiences and stimulate public participation in the arts in Louisiana while developing Louisiana's cultural economy.

### **Program Goals**

- I. The Louisiana Division of the Arts will increase the number of Louisiana citizens and visitors participating in and experiencing arts activities.
- II. The Louisiana Division of the Arts will provide meaningful support for the state's emerging and established arts organizations and advance a public environment which recognizes and assists Louisiana artists as valuable state resources.

### **Program Objectives**

- |                     |   |
|---------------------|---|
| <b>Objective 1.</b> | By the year 2010, increase the audiences for LDOA-sponsored events to 9 million people per year.  |
| <b>Objective 2.</b> | By the year 2010, increase the number of nonprofit arts and community service organizations directly served by programs of the LDOA by 10% above the number served as of June 30, 2005. |
| <b>Objective 3.</b> | By the year 2010, increase the number of Louisiana artists directly served by programs of the LDOA by 25% above the number served as of June 30, 2005.                                  |

## **Objective 1. By the year 2010, increase the audiences for LDOA-sponsored events to 9 million people per year.**

### **Strategies**

- 1.1** Develop a five-year coordinated media campaign to promote/advertise the services of the LDOA.
- 1.2** Continue providing structured technical assistance to LDOA grantees on audience development strategies.
- 1.3** Continue, improve and expand LDOA publications such as the *E-Mail Forum*, *Guide to Arts Programs*, and *The Louisiana Touring Directory*.
- 1.4** Double the number of subscribers to the LDOA-moderated *E-Mail Forum* from June 30, 2005 to June 30, 2010.
- 1.5** Strengthen cultural tourism partnerships with the Department of Culture, Recreation and Tourism by the creation and implementation of a special cultural economy initiative to promote arts activities and facilitate the growth of cultural enterprises.

### **Indicators**

- |                |  |
|----------------|--|
| <b>Input</b>   | Number of workshops/seminars   |
| <b>Output</b>  | Number of grant applications received.   |
| <b>Outcome</b> | Percentage increase in attendance at workshops/seminars.<br>Percentage increase in grant applications submitted and grants awarded.<br>Number of people directly served by LDOA-supported programs and activities. |
| <b>Quality</b> | Percentage of positive responses to annual questionnaire to grant recipients.  |

## **Supporting Documentation for Objective #1 Performance Indicators**

### **Rationale/Appropriateness**

The mission of the Louisiana Division of the Arts (LDOA) includes stimulating public participation in the arts and encouraging the expansion of audiences for the arts. One of the reasons the LDOA provides grants to organizations and individuals is to enable them to engage the public through the presentation of arts programs and activities. Annually measuring the number of audiences for these events is a way to understand quantitatively the impact state-supported activities have on citizens.

### **Primary Beneficiaries**

The primary beneficiaries of the agency's efforts to achieve Objective #1 are the children and adults who are provided the opportunity each year to participate in an arts event, even if only as an audience member.

### **Data Collection Procedure/Calculation Methodology**

Data concerning the number of people served by LDOA-supported activities is a requisite of the final reports of the 600-to-700 grants and sub-grants annually made with LDOA funds. The data is collected by the grantees themselves from box office reports, sign-in sheets and tools designed to record the number of people directly served by arts events and activities. Data from all the final reports is then compiled to produce a cumulative total.

### **Limitations of the Indicators/External Factors**

The primary limitation of the indicator concerning the total number of people served statewide is that most of the attendance figures are not recorded directly by LDOA staff. Also, strictly quantitative details do not directly speak to the quality of the art presented or its impact on the lives of audience members and participants.

Also, the content of the grant projects and the number of grants vary from year to year. Accordingly, the total number of people served will likewise vary from year to year.

### **Duplication**

There is no duplication of operations between programs.



**Objective 2. By the year 2010, increase the number of nonprofit arts and community service organizations directly served by programs of the LDOA by 10% as of June 30, 2005.**

**Strategies**

- 2.1 Annually, identify, recruit and offer technical assistance to 10% more non-traditional, non-profit organizations providing arts and cultural programming.
- 2.2 Continue to work with statewide associations and networks for arts disciplines.
- 2.3 Continue and expand the LDOA's grant support for activities undertaken by non-profit organizations such by non-profit organizations through such programs as the Project Assistance Grants Program, the Arts-in-Education Program, Director's Grant-in-Aid Program, Local Arts Agencies Program, General Operating Support, and the Regional Folklife Program.
- 2.4 Assist the Office of the Lieutenant Governor in organizing cultural ambassadors for Louisiana.

**Indicators**

<b>Input</b>	Number of workshops/seminars. Number of new applicants.
<b>Output</b>	Attendance at workshops/seminars. Number of grant applications received. Number of grants to organizations. Number of folklife traditions documented. Number of organizations assisted to use folk heritage.
<b>Outcome</b>	Percentage increase in attendance at workshops/seminars. Percentage increase in grant applications submitted and grants awarded. Percentage increase in new applicants. Percentage increase in new grantees.
<b>Quality</b>	Percentage of positive responses to annual questionnaire to grant recipients.

**Supporting Documentation for Objective #2 Performance Indicators**

**Rationale/Appropriateness**

The LDOA makes grants to nonprofit organizations that, in turn, use the funds to present and/or produce arts programs and activities for the public. The agency's ability to increase the numbers of these organizations applying for LDOA grants and to strengthen their capabilities to implement meaningful programs and events in their communities and around the state are critical to the LDOA being able to fulfill its mission of making the arts an essential part of life in Louisiana.

**Primary Beneficiaries**

The primary beneficiaries of the agency's efforts to achieve Objective #2 are Louisiana-based nonprofit arts and community service organizations that are applicants and potential applicants for LDOA-provided grant funds. Note that the agency's efforts are manifested in grants made at: (1) the statewide level, and (2) the regional (decentralized) level.

**Data Collection Procedure/Calculation Methodology**

Sign-in sheets, registration forms and the like will be utilized to document the names of organizational representatives attending LDOA-sponsored workshops/seminars. This data is collected at each workshop/seminar wherever it takes place in the state. The sum of all attendees is calculated by adding the numbers of attendees at each of the workshops/seminars. Feedback about grant recipients' perception of our grantmaking process is derived from an annual written questionnaire to those recipients.

**Limitations of the Indicators/External Factors**

Indicators provide mostly quantitative data, not qualitative information.

**Duplication**

There is no duplication of operations between programs.

**Objective 3. By the year 2010, increase the number of Louisiana artists directly served by programs of the LDOA by 25% above the number served as of June 30, 2005.**

**Strategies**

- 3.1** Continue and expand the LDOA's grant support for individual artists through such programs as fellowships, mini-grants, folklife apprenticeships, state artist roster, crafts marketing and artists' representation.
- 3.2** Continue publication of the electronic version of *Fait à la Main*, the source directory of quality Louisiana crafts, and update it annually.
- 3.3** Increase the number of artists on the state artist roster by 25% by June 30, 2010, over the number on the roster on July 30, 2005.
- 3.4** Facilitate the development of Louisiana's cultural industries.

**Indicators**

<b>Input</b>	Number of workshops/seminars.
<b>Output</b>	Number of grant applications received. Number of grants to artists.
<b>Outcome</b>	Percentage increase in attendance at workshops/seminars. Percentage increase in grant applications submitted and grants awarded.
<b>Quality</b>	Percentage of positive responses to annual questionnaire to grant recipients.

**Supporting Documentation for Objective #3 Performance Indicators**

**Rationale/Appropriateness**

Part of the mission of the LDOA is to assist individual artists. A critical way to determine how well we are fulfilling our mission is to be able to document the numbers of artists served by activities and programs we produce and/or financially support. Feedback about grant recipients' perception of our grant making process is derived from an annual written questionnaire to those recipients.

**Primary Beneficiaries**

The primary beneficiaries of the agency's efforts to achieve Objective #3 are Louisiana professional artists. Note that the agency's efforts are manifested in grants made both at: (1) the statewide level, and (2) the regional (decentralized) level.

**Data Collection Procedure/Calculation Methodology**

We use sign-in sheets and registrations to document the professional artists attending LDOA-sponsored workshops/seminars. We collect this data at each workshop/seminar. We determine the sum of all attendees by compiling the number of attendees at each of these events.

**Limitations of the Indicators/External Factors**

Indicators provide mostly quantitative data, not qualitative information.

**Duplication**

There is no duplication of operations between programs.

## Cultural Development Program Supporting Documentation

### A. Principal Clients and Users:

Primary clients and users of the services of the Division of Archaeology and the Division of Historic Preservation are landowners, land managers, developers, realtors, architects, investors, governmental agencies, teachers, students, the general public, Indian tribes, and professional archaeologists. Clients receive information about Louisiana's archaeological sites, the state's prehistory and history, site preservation options, and information about Louisiana's historic buildings. Unless archaeological sites are open to the public, specific site location information is available only to researchers, landowners, or land managers.

### B. Potential External Factors:

Division of Archaeology:

The number and type of federal undertakings in the state directly affect the number of archaeological sites recorded, updated, or tested (Objective 1), as well as the number of federal projects reviewed, the number of researcher visits, the number of reports reviewed, and the number of cubic feet of collections curated (Objective 7).

The funding levels, supplemental grants, weather, and unanticipated requests by landowners for additional services affect the products and services of the regional and station archaeologists.

The number of titles of booklets in print affects the number of booklets distributed (Objective 5).

The number of host organizations, the weather, and other local events affect the number of people attending Archaeology Week events (Objective 5).

Division of Historic Preservation:

--Fluctuations in state and federal funding directly impact the level of services that can be provided.

--Tax credit rehabilitation projects may fall through for reasons totally unrelated to the work of our division.

--Abnormally large tax credit projects in one year may give a false impression that the next year's total tax credit projects were abnormally low.

--Economic cycles impact the number of new jobs and businesses in Main Street communities.

**C. Primary Persons to Benefit from Each Objective:**

Objectives 1, 3, and 6: see supporting documentation sheets in main portion of Strategic Plan, above.

Objective 2 (increase sites recorded): landowners, land managers, developers, governmental agencies, and professional archaeologists

Objective 4 (increase promotion and awareness): landowners, state agencies, and general public

Objective 5 (education and information): teachers, students, general public, and Indian tribes

Objective 7 (federal projects): federal agencies, landowners, developers, land managers, professional archaeologists

**D. How Duplication of Effort Will Be Avoided:**

There is no duplication of program effort in the Office of Cultural Development.

**E. Statement of how the plan will drive management decisions and other agency processes:**

The CRT/OCD strategic plan is used as a base upon which decisions are made to direct office monetary and human resources in the achievement of departmental and program goals. The Cultural Program and the Arts program both use strategic plans as means of communicating with the general public, boards and commissions to provide input and evaluation of progress in implementing departmental strategies.

**F. Program Evaluation used to develop objectives and strategies:**

This information is provided in the section under "Data Collection Procedure/Calculation Methodology" in the main portion of the Strategic Plan, above.

**G. Authorization for each goal:**

Goals of the Cultural Development Program (Division of Archaeology and Division of Historic Preservation)

In 1974 with the enactment of the Archaeological Treasure Act (La. R.S. 41:1601-1613), Louisiana's archaeological program began. In 1989 the Louisiana legislature amended, renamed and reenacted this act now called the Archaeological Resources Act (La. R.S. 41:1601-1614). The Division of Archaeology is charged with the implementation of the state's archaeological program. The division is also responsible for

administration of the Louisiana Unmarked Human Burial Sites Preservation Act (La. R.S. 8:671-681) and the archaeological portion of the National Historic Preservation Act ("NHPA") (16 U.S.C. Section 470, et seq.). The division is also responsible for complying with requirements under the Native American Graves Protection and Repatriation Act of 1990 (16 U.S.C. Sections 470aa-470mm).

In 1974, Louisiana's historic preservation program was established as the official state agency to carry out the National Historic Preservation mandate as provided by the NHPA (La. R.S. 25:901, et seq.). This act was amended by Act 228 of the 1980 session. The Division of Historic Preservation is also responsible for approving all work on state owned historic properties in Baton Rouge (La. R.S. 25:781-785). The Division of Historic Preservation also oversees the Federal Historic Rehabilitation Tax Credit (Internal Revenue Code, Section 47), and the Louisiana State Historic Rehabilitation Tax Credit (La. R.S. 47:6019).

## Arts Program Supporting Documentation

### **A. Principal Clients and Users:**

Principal clients of the Division of the Arts include nonprofit arts producing, presenting and service organizations in Louisiana; nonprofit community service organizations; elementary and secondary schools; colleges and universities; and professional Louisiana artists.

The Division of the Arts programs are used by the audiences who participate in Division of the Arts-funded events and activities. These events and activities are made available to every parish's citizens every year. The audiences include both school-age young people as well as adults.

### **B. Potential External Factors that Could Affect the Achievement of Goals and Objectives:**

Amount of funding for grants; variances in the number of eligible nonprofits and artists in each parish to apply for and receive arts grants.

### **C. Primary Persons to Benefit From Each Objective:**

Objectives 1 & 2: general Louisiana public  
Objective 3: Louisiana artists

### **D. How Duplication of Effort Will Be Avoided:**

There will be no duplication of effort. The Louisiana Division of the Arts monitors the budget of each of its grants to guard against duplication of state funding.

### **E. Statement of how the plan will drive management decisions and other agency processes:**

The Division of the Arts strategic plan is used as a base upon which decisions are made to deploy our resources to advance our program goals and objectives. Further, the plan is used as a means of communicating with constituents, who in turn provide feedback on how well we are meeting departmental strategies.

### **F. Program Evaluation used to develop objectives and strategies:**

See information, below, in "Data Collection Procedure/Calculation Methodology."



**G. Authorization for each goal:**

Goals of the Arts Program (Division of the Arts)

In 1975, by Executive Order Number 80, the Louisiana State Arts Council was created. In 1976, the official state arts agency charged with the responsibility of responding to the needs of the cultural community of Louisiana was created by Executive Order Number 44. This agency was also designated as the sole agency of state government authorized to represent Louisiana to the National Foundation for the Arts and Humanities and the National Endowment for the Arts. In 1977, through Legislative Act 265, the Division of the Arts became a division of the Department of Culture, Recreation and Tourism in the Office of Cultural Development (La. R.S. 25:891-900.1). In 1999, legislation created the Louisiana Percent for Art program (La. R.S. 25:900.1) and gave the Office of Cultural Development and the Louisiana State Arts Council a central role in that program. In 2003, that role was increased by amendment to the Percent for Art law.

## **Office of Tourism**

**Agency Number 06-267**

**Fiscal Year 2004-2005 through 2008-2009**

### **Agency Mission Statement**

The mission of the Office of Tourism is:

1. to promote and assist expansion of tourism and the tourism industry in Louisiana;
2. to increase employment opportunities for all citizens throughout the state through the orderly but accelerated development of facilities for tourism, travel and hospitality;
3. to invite visitors from this nation and foreign countries to visit Louisiana; and
4. to conduct an ongoing promotional campaign of information, advertising and publicity to create and sustain a positive image and understanding of Louisiana (R.S. 15:1255); and re-image Louisiana as a great place to live, work, and play.

The agency performs these functions for the benefit of all Louisiana citizens and visitors.

### **Agency Goals**

1. The Office of Tourism will increase the economic impact of travel on Louisiana by 2010.
2. The Office of Tourism will increase the awareness of Louisiana as a travel destination by 2010.

## **Program A. Administration**

### **Program Mission**

The mission of the Administration Program of the Office of Tourism is to coordinate the efforts and initiatives of the other programs in the Office of Tourism with the advertising agency, the other agencies within the department, and other public and private travel industry partners in order to achieve the greatest impact on the tourism industry in Louisiana.

### **Program Goal**

The Administration Program will derive the maximum return on investment from the dollars invested in tourism advertising and promotion by the Office of Tourism.

<b>Program Objective 1.</b>	<b>Increase the amount of spending by visitors by 21% from \$9.4 billion in 2003 to \$11.45 billion in 2010.</b>
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**Strategies**

- 1.1** Seek out best practices, innovative solutions and models for efficiency to better manage the Office of Tourism.
- 1.2** Establish ambitious but realistic annual goals for the advertising agency, and require the agency to report progress on these goals.
- 1.3** Coordinate all programs within the Office of Tourism to ensure maximum efficiency of resources in meeting all goals and objectives.
- 1.4** Establish regular benchmarks/standards for quality of performance by the advertising agency such as cost per inquiry, total inquiries and advertising recall, and insure that these benchmarks/standards are driving the direction of the advertising.
- 1.5** Establish deadlines for various action plans and provide incentives for meeting those deadlines.
- 1.6** Improve the communications between the advertising agency and the Office of Tourism through weekly meetings.
- 1.7** Review and develop existing tourism website and make improvements that afford visitors a state-of-the-art experience as well as access to up-to-date information.
- 1.8** Seek out innovative technologies that provide better customer service opportunities, attract new markets and assist with other tourism marketing initiatives.
- 1.9** Develop New South tourism and eco-cultural agenda.
- 1.10** Work with the Louisiana Retirement Development Commission to position Louisiana as a great place to visit and retire.
- 1.11** Establish guidelines for, coordinate the designation of, and advertise scenic byways to promote the use of Louisiana's most scenic roadways.

**Indicators:**

<b>Input</b>	<b>State ranking for tourism office budget.</b>
<b>Output</b>	<b>Number of visitors to Louisiana. Number of inquiries.</b>
<b>Outcome</b>	<b>Amount of expenditures in Louisiana by all visitors.</b>
<b>Efficiency</b>	<b>Advertising Return-on-Investment.</b>

## **Program B. Marketing**

### **Program Mission**

It is the mission of the marketing program of the Office of Tourism to provide advertising and publicity for the assets of the state of Louisiana; to design, produce, and distribute advertising materials in all media; and to reach as many potential tourists as possible with an invitation to visit Louisiana.

### **Program Goals**

1. The Marketing Program will increase the number of visitors to Louisiana by 2010.
2. The Marketing Program will increase the number of jobs in the tourism industry by 2010.

### **Program Objectives**

- |                     |  |
|---------------------|--|
| <b>Objective 1.</b> | Increase the number of visitors to Louisiana by 21% from 25.5 million in 2003 to 30.8 million in 2010.                   |
| <b>Objective 2.</b> | Increase the number of jobs within the Louisiana tourism industry by 15 percent from 120,000 in 2003 to 138,000 in 2010. |

<b>Program Objective 1.</b>	<b>Increase the number of visitors to Louisiana by 21% from 25.5 million in 2003 to 30.8 million in 2010.</b>
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**Strategies**

- 1.1 Contract with a professional advertising and marketing firm to develop and implement, in conjunction with LOT, a master plan for marketing tourism.
- 1.2 Increase the number of international and domestic sales blitzes.
- 1.3 Continue LOT's presence at strategically important domestic and international trade shows.
- 1.4 Continue ongoing support of new events, attractions and special events within Louisiana; for example, LOT has annually contributed technical assistance to rural tourism commissions in which tourism is just getting started.
- 1.5 Target minority visitors, specifically African-Americans, with consumer and trade advertising and special promotions.
- 1.6 Coordinate marketing programs with the convention and visitor bureaus to increase the number of conventions and meetings within Louisiana.
- 1.7 Evaluate and update annually the information contained within the Louisiana Tour Guide, Louisiana State Map and other brochures used for fulfillment of inquiries.
- 1.8 Capitalize on America's WETLAND Campaign to create new tourism and media opportunities.
- 1.9 Evaluate traditional tourism advertising and reevaluate prohibition on in-state advertising.
- 1.10 Create strong umbrella themes and messages to promote Louisiana as the leader of the New South.
- 1.11 Create a broader brand for Louisiana that includes history, ecology and culture.
- 1.12 Develop and promote programs that encourage longer overnight visitation.
- 1.13 Target outdoor recreation and family sports markets.
- 1.14 Develop more opportunities between Latin America and Louisiana.
- 1.15 Thoroughly monitor all advertising results through various annual research methods such as conversion studies, post-wave ad tracking surveys, inquiry tracking reports and focus groups, and utilize the findings from the research to increase the efficiency and effectiveness of the advertising.

**Indicators:**

- |                   |  |
|-------------------|--|
| <b>Output</b>     | Number of U.S. resident visitors.<br>Number of Canadian and overseas visitors.<br>Number of consumer inquiries.  |
| <b>Outcome</b>    | Amount of expenditures in La. by U.S. resident visitors.<br>Amount of expenditures in La. by international visitors.<br>Amount of state taxes generated from visitor spending. |
| <b>Efficiency</b> | Ad Recall.   |

<b>Program Objective 2.</b>	<b>Increase the number of jobs within the Louisiana tourism industry by 15 percent from 120,000 in 2003 to 138,000 in 2010.</b>
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**Strategies**

- 2.1 Create a product development program which includes local community assessments, individual private sector assistance with marketing plans and the assessment of grant availability.
- 2.2 Participate in an annual travel summit sponsored by the Louisiana Travel Promotion Association and thereby increase the industry's professional expertise in marketing, promoting and developing tourism.
- 2.3 Establish guidelines for sponsorship and marketing cooperative opportunities with private-sector sponsors.
- 2.4 Establish standards with common vocabulary and develop programs to educate attraction operators about new eco-cultural adventure/educational travel opportunities.
- 2.5 Encourage more cruise lines, airlines and hotel chains to expand business into Louisiana.
- 2.6 Focus on Mississippi River region as tourism engine and revisit tourism strategies of the Delta initiatives.
- 2.7 Consider potential of regional military populations as a target market and the development of a Military Trails initiative.
- 2.8 Collaborate with local communities to prepare employees for business opportunities and to attract visitors interested in eco-cultural, adventure and recreational tourism activities.
- 2.9 Host seminars and develop training materials for local government and CVBs to ensure consistent messages and access to Louisiana tourism and eco-cultural experiences and opportunities.

**Indicators:**

<b>Input</b>	Supply of hotel rooms. Number of cruise lines.
<b>Outcome</b>	Number of people employed directly in travel and tourism in La.
<b>Efficiency</b>	Hotel room demand.

## **Program C. Welcome Centers**

### **Program Mission**

The mission of Louisiana's Welcome Centers, located along major highways entering the state and in two of Louisiana's largest cities, is to provide a safe, friendly environment in which to welcome visitors and provide them information about area attractions, and to encourage them to spend more time in the state.

### **Program Goals**

1. The Welcome Center Program will provide a safer, friendlier environment in which an increasing number of travelers can learn more about Louisiana's food, culture and attractions.
2. The Welcome Center Program will provide the highest quality customer service at each center.

### **Program Objectives**

- |                     |  |
|---------------------|--|
| <b>Objective 1.</b> | Increase the number of visitors to Louisiana's welcome centers by 10% from 1.583 million in FY 2003/04 to 1.741 million in FY 2009/10. |
| <b>Objective 2.</b> | Maintain the average length of stay by welcome center visitors at 2.0 nights from 2005 to 2010.  |



<b>Program Objective 1.</b>	<b>Increase the number of visitors to Louisiana's welcome centers by 10% from 1.583 million in FY 2003/04 to 1.741 million in FY 2009/10.</b>
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**Strategies**

- 1.1 Complete the renovation of all existing centers by the year 2010.
- 1.2 Maintain the current level of travel counselor staff at each welcome center and add additional counselors and custodians to larger centers.
- 1.3 Provide a more inviting atmosphere to the exterior of the centers by improving the landscaping at all highway centers by the year 2010 and adding interpretive exhibits.
- 1.4 Work with DOTD in providing 24-hour security officers at all interstate rest areas in which a Welcome Center resides.
- 1.5 Add vending machines to all interstate welcome centers by 2010.
- 1.6 Add a new visitor center to the Capitol Park area in Baton Rouge.
- 1.7 Investigate the cost and efficiency of billboards advertising the welcome centers on out-of-state interstate highways.

**Indicators:**

Input	Number of welcome center travel counselors. Number of welcome centers.
Output	Number of welcome center visitors annually.
Outcome	Percentage increase in welcome center visitors.
Efficiency	Cost per visitor.

<b>Program Objective 2.</b>	<b>Maintain the average length of stay by welcome center visitors at 2.0 nights from 2005 to 2010.</b>
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**Strategies**

- 2.1 Add new counselor exchange program and in-house training programs to each center, and incorporate FAM tours for the travel counselors.
- 2.2 Investigate the feasibility of providing visitor-friendly travel information computer kiosks in the Welcome Centers by 2010.
- 2.3 Maintain adequate stocks of printed brochures to meet increased demand for travel information.
- 2.4 Provide promotional support to local convention and visitor bureau promotions within the areas of the welcome centers.
- 2.5 Provide safe and educational environment for visitors to the welcome centers.

**Indicators**

Input	Number of welcome center travel counselors.
Output	Average length of stay for welcome center visitors.
Outcome	Percentage increase in the average length of stay.
Efficiency	Cost per visitor.

## **Program D. Consumer Information Services**

### **Program Mission**

The mission of the Consumer Information Program is to respond as quickly and as efficiently as possible to potential visitors' requests for information on Louisiana.

### **Program Goal**

The Consumer Information Services Program will provide travel information rapidly and more efficiently to potential visitors to Louisiana through 2010.

<b>Program Objective 1.</b>	<b>Achieve an average turn around time of two weeks for all domestic advertising related inquiries from receipt of inquiry to delivery by mail.</b>
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#### **Strategies**

- 1.1 Provide staff with a sufficient quantity of tour guides, state maps and other brochures to handle all inquiries without delays.**
- 1.2 Insure adequate communication between the Office of Tourism, advertising agency, telemarketing firm and Prison Enterprises so that mail-handling issues can be minimized.**
- 1.3 Utilize a media ad placement schedule in which inquiries are generated in a timely and manageable time frame.**
- 1.4 Utilize the most appropriate mail/delivery systems and discounts to provide rapid and cost-efficient delivery of inquiry packets.**

#### **Indicators:**

- |                   |  |
|-------------------|--|
| <b>Output</b>     | <b>Number of bulk-rate packets mailed.</b> |
| <b>Outcome</b>    | <b>Average turnaround time.</b>            |
| <b>Efficiency</b> | <b>Average cost per inquiry packet.</b>    |

## **Office of Tourism Supporting Documentation**

### **A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:**

As specified in its enabling legislation, the Office of Tourism is established to help the Louisiana economy grow by promoting Louisiana as a travel destination, thereby helping the Louisiana travel industry. Therefore, the Office of Tourism's clients are hotels, restaurants, attractions, convention and visitor bureaus and others within the travel industry who depend on hospitality as their livelihood. Also, Louisiana visitors are the Office of Tourism's clients since they depend on the Office's literature for information about Louisiana, and they depend on the Office's Welcome Centers as a safe, clean environment in which to learn more about what Louisiana has to offer.

### **B. List of external variables:**

The successful accomplishment of the goals and objectives described within this document is heavily dependent upon a number of external variables. For example, travel and tourism are dependent on a good economy within those geographic areas that produce Louisiana visitors.

Also, national and international lifestyle/lifestage trends can affect travel and tourism such as the increasing/decreasing amount of leisure time available or the increasing number of people over age 55 within the U.S. population. National and international transportation trends and/or crises such as airline disasters or airline fare wars can have either a positive or negative impact on travel to Louisiana. National and international man-made crises such as travel advisories due to war or terrorism can have an adverse impact; so can natural crises such as hurricanes, which may cause temporary but significant changes in travel patterns. National and international media stories about Louisiana may significantly alter awareness of Louisiana as a travel destination.

### **C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:**

All four programs within the Office of Tourism work in coordination to accomplish all goals and objectives identified within this plan. There is no duplication; rather there is a dependence on one another to handle complex tasks that are integral to the program's success.

### **D. Statement of how the plan will derive management decisions and other agency processes:**

The strategic planning process continues to provide the impetus for the agency to evaluate opportunities for improved and increased service to the public. Armed with a clear mission, thorough self-assessment and stakeholder analysis, the agency formulated strategies and priorities to achieve the goals described in the plan. As a result of the planning process, the agency has focused a new proactive approach to management of its resources. Annually, the agency will measure the effectiveness of the strategies in the attainment of the desired outcomes. Based on the measurements,

and taking into account the impact of any external variables, the agency will be able to determine the need to modify its strategies and reallocate resources.

**E. Authorizations for each goal:**

All goals within the Office of Tourism are authorized under R.S. 36:4, R.S. 36:201 et seq, R.S. 51:1251 et seq.

**F. Documentation as to the validity, reliability and appropriateness of each performance indicator and how such will drive decision-making and other agency processes:**

The following is a list of primary performance indicators and their rationale, validity, reliability and appropriateness:

*1. Number of visitors to Louisiana* - The number of U.S. residents taking a trip to or within Louisiana that is at least 50 miles away from their residence and the number of international residents who visit Louisiana while on their trip within the U.S. The source for U.S. resident visitors is the Travel Industry of America TRAVELSCOPE nationwide annual travel survey. The source for international visitors is the U.S. Department of Commerce In-Flight Survey of International Travelers to the U.S. and Statistics Canada's annual travel survey of Canadian residents. All sources are widely used within the travel industry and are valid and reliable sources.

*2. Number of inquiries* - The number of brochures and other materials sent to potential travelers who have requested further information as the result of an advertisement or by some other source. Inquiries are subdivided into several categories. For example, consumer inquiries are the result of advertising within consumer print publications and electronic media. Trade inquiries are the result of advertising within travel trade publications. Internet inquiries are those inquiries left on the Office of Tourism's web site. Mail inquiries are those inquiries received from inquirers who sent either a business reply card or a letter requesting travel information. Generating inquiries is a primary goal of advertising, therefore measuring the number of inquiries is a valid and effective method for determining the performance of advertising. Inquiry tracking reports are generated monthly by the Office of Tourism.

*3. Amount of expenditures in Louisiana by all visitors* - The exchange of money or the promise of money for goods or service while traveling, including any advance purchase of public transportation tickets, lodging or other items normally considered incidental to travel, but which may be purchased in advance of the trip. Expenditures are measured annually by the Travel Industry of America's Travel Economic Impact Model, the results of which are obtained by the Office of Tourism. The model has been used by the Office of Tourism for more than twenty years as a measurement of growth within the Louisiana travel industry.

*4. Ad Recall from high BDI markets* - Advertising recall from those areas which are most heavily advertised. This indicator comes from the annual An Assessment of the Effectiveness of Louisiana's Tourism Advertising/Marketing Promotional Campaign. It is a qualified random sample mailed

survey of households within those markets in which an adult in the household is asked a series of questions regarding Louisiana's advertising. Ad recall is an industry standard used for measuring the effectiveness of ad campaigns.

*5. Number of people employed directly in travel and tourism* - The number of jobs attributable to travel expenditures in Louisiana. These estimates are determined by the Travel Industry of America's Travel Economic Impact Model and are provided to the Office of Tourism annually along with expenditures and state taxes generated from visitor expenditures.

*6. Average cost per inquiry packet* - The advertising packet cost is determined by adding the following: a) the handling cost per packet derived from adding the Prison Enterprise Contract cost and the ad agency fulfillment/telemarketing cost and dividing by the number of packets fulfilled, b) add the cost of the inquiry packet items (tour guide and map) and c) add the average postage cost.

*7. Hotel Room Demand* - The actual number of room nights sold for a period of time. The Office of Tourism uses the research from a national hospitality research company (Smith Travel Research) to determine the number of room nights sold by hotels in Louisiana. This figure is monitored on a monthly basis and comparisons are made with national trends as well as competing states. The percentage change in room nights sold provides an insight into increased tourism business in Louisiana.

*8. Number of welcome center visitors* - Visitors who enter any of Louisiana's 10 state welcome centers are asked to sign a registration sheet and record the number of people in their travel party, the state they are from and the number of nights they are planning to stay in Louisiana. These sheets are then compiled into monthly reports in which the number of visitors and their state/country of origin are recorded. These reports serve as a measurement of how many visitors have come into the center. Monthly, calendar year and fiscal year reports are developed and provide standard measures for periodic performance.

*9. Cost per welcome center visitor* - The amount of dollars spent for staffing and operating welcome centers divided by the number of welcome center visitors determines the cost per welcome center visitor. While some differences exist between centers due to location and highway traffic volume, this performance indicator is still valid when tracked through time.

*10. Average length of stay for welcome center visitors* - The average number of nights welcome center visitors stayed in Louisiana while on their trip to Louisiana. This indicator is determined by comparing the number of visitor parties with the number of nights each party stays in Louisiana. This information is obtained from the visitor sign-in sheet located in each welcome center and reported monthly to the Research Director.

*11. Advertising Return on Investment (ROI)* – A new indicator derived from a survey of recent visitors to Louisiana. The ROI involves calculations of the following factors: 1) the number of Louisiana visitors' households who have seen a Louisiana advertisement and admitted that it had a positive impact on their trip, 2) average household expenditures on trip to Louisiana, 3) average

expenditures for taxes from visitor spending and 4) actual spending by the Office of Tourism for advertising placement and production.

*12. Number of inquiry packets mailed* - This is very similar to the number of inquiries but is broken into categories by mail delivery such as bulk-rate packets, first-class packets and international packets. The mix of these packets has a significant impact on how much time it takes for inquirers get their LOT travel guide. For example, the large majority of travel guides are mailed using the U.S. Post Office's bulk rate system. This system is the least expensive method but is also the slowest. Domestic inquirers who do not indicate that their trip is within three weeks are sent travel guides using this method. Domestic inquirers who indicate that their trip is within three weeks of their request for information will receive their travel guide via first-class postage. International inquirers will be sent a travel guide via a private mail carrier.

## **G. Glossary of Terms**

**BDI** – This is an abbreviation for Business Development Index. It is an indexing procedure used to prioritize geographic areas for marketing purposes. An area receiving a higher index value indicates a higher potential for receiving more visitors from that area.

**CAP** – Cooperative Advertising Program. A program which allows tourist bureaus and, in some instances, industry members to buy at a special rate into cooperative advertising pages in magazines and newspapers.

**Cost per Inquiry** – The cost associated with an advertisement (usually the placement cost only) divided by the number of inquiries. For example, Ad X costs \$5,900 to place within the March issue of Southern Travel magazine. The ad generated 1,000 inquiries from readers wanting a copy of the Louisiana Tour Guide. Therefore, the cost per inquiry for that ad was \$5.90.

**CVB** – Convention and Visitors Bureau. A CVB is a non-profit organization supported by transient-room taxes, government budget allocations, private memberships or a combination of any of these funding mechanisms. A CVB promotes tourism by encouraging groups to hold meetings, conventions and trade shows in its city.

**Consumer Information Services** – A division of the Louisiana Office of Tourism. The office coordinates the consumer inquiry process by providing free telephone services and mailing fulfillment, packages of promotional materials related to various inquiries. This division also conducts conversion and market research.

**Eco-cultural Tourism** – Tourism activities involving outdoor recreation, historical sites and museums, cultural events and places and other similar behavior.

**FAM** – Familiarization Tour. A complimentary or reduced-rate travel program for group tour operators, travel agents, travel writers, etc. designed to acquaint them with a specific destination in order to promote sales for that area. The suppliers on the itinerary usually provide their services at

no charge. Area or state tourist commissions usually organize FAM tours.

LTPA – Louisiana Travel Promotion Association. A non-profit, private-sector trade association representing the state's travel and hospitality industry. LTPA offers cooperative programs to assist businesses by helping to assess needs and planning marketing strategies.

Louisiana Tour Guide – The primary fulfillment piece for LOT, the Louisiana Tour Guide is sent to more than a million people who call or write to express an interest in visiting Louisiana. The guide contains helpful information and advertising which is available to any tourism business. This piece is published annually in January.

Media Placement Budget – The amount of money used for buying advertising in television media (time) and print media (space). This budget does not include the actual production (design, photos, etc.) of the ad.

Sales Blitz – A marketing strategy in which a number of coordinated promotions are conducted sequentially either in an area with high market potential and/or directed at a group of people with great potential to bring a large volume of people to Louisiana. For example, for a sales blitz directed at French-speaking Canadians, Louisiana tourism officials may travel to Canada and participate in various radio and TV shows, a travel trade reception and direct meetings with key tour operators.

Scenic Byways – Part of a federal/state program to preserve rich rural heritage. Roads that receive this prestigious designation must meet stringent national standards. The byways, which cross almost every area of the state, cover many of Louisiana's most beautiful scenery.

Tour Operators – A company which creates and/or markets inclusive tours whose responsibilities include advertising, selling, folder distribution and reservation operations of a tour. Many tour operators sell through travel agents and directly to clients.

Tourism – The business of providing and marketing services and facilities for travelers.

Travel Agent – A company or individual selling travel services and representing transportation, accommodation and/or tour operators.

Travel Summit – An annual statewide conference sponsored by the Louisiana Travel Promotion Association in which the Louisiana travel industry meets to exchange ideas and plans for promoting tourism.

Visitor – A visitor is any person who travels at least 50 miles from his residence for the purpose of entertainment, vacation, personal business and/or attending a meeting, conference, seminar or some other business function that is not routine. Travel involving commuting to work, foreign students, seasonal employment or any routine work-related travel (such as pilots or delivery truck drivers) is not recorded as travel/tourism.

Welcome Center – A program within the Office of Tourism that provides direct information to potential and actual visitors to Louisiana via the 10 state welcome centers around the state (six are on interstate highways near the state’s borders, two are on major U.S. highways near Vidalia and St. Francisville, and two are in major cities: New Orleans and Baton Rouge).

#### **H. Program evaluation used to develop objectives and strategies:**

In establishing its objectives and strategies, the agency referred to the *Office of Tourism 3-Year Master Plan, FY 2004-05* and the *2003-04 Marketing Report*. Also, numerous other reports were consulted to determine performance indicators, such as *The Economic Impact of Travel on Louisiana Parishes, 2003*; *An Assessment of the Effectiveness of Louisiana’s 2004 Tourism Advertising/Marketing Promotional Campaign*.